Annual Report ~ Fiscal Year 2011

MDHE™
Missouri Department of Higher Education
Building Missouri's future...
by degrees®

Coordinating Board for Higher Education

Mission Statement:
To deliver an affordable, quality, coordinated postsecondary education system and increase successful participation, benefiting all Missourians.

Vision Statement:
Missouri will be a recognized national leader in higher education quality and performance excellence.

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Message from the chair:

The Coordinating Board for Higher Education and the Missouri Department of Higher Education are pleased to present this Annual Report of accomplishments, benchmarks and statistics related to Missouri higher learning for Fiscal Year 2011. This report provides a snapshot of the issues, policies and goals considered by the CBHE during the 2011 fiscal year.

In August 2010, Missouri Governor Jay Nixon held the first Governor's Summit on Higher Education. He set forth four strategic challenges for higher education:
- Improve degree attainment
- Conduct a review of academic programs
- Increase cooperation and collaboration in administrative and academic areas
- Consider a new funding formula for higher education

The governor's strategic initiatives align with Missouri's coordinated plan for higher education, *Imperatives for Change*, and have informed much of the work of the Department of Higher Education throughout the fiscal year.

The academic program review conducted at the governor's behest will streamline program offerings at Missouri's public four-year institutions. The process also revealed issues – such as low enrollment in science, technology, engineering and math fields – that need to be addressed to prepare students for the career and knowledge needs of the 21st century. The Academic Program Review Report was presented to the governor in February 2011.

In Fiscal Year 2011, the Department of Higher Education assumed administration responsibility for one of the state's major student financial aid programs, the A+ Scholarship Program, and developed new rules for its distribution.

Federal legislation that eliminated private lending in the student loan program went into effect July 1, 2010. As a result, the MDHE will maintain its existing loan guarantee portfolio but will not guarantee new loans issued from the federal government. Many guaranty agency services such as default prevention, financial literacy, college outreach, default collection and program integrity services continue to be provided.

Fiscal Year 2011 also marked the first year that university tuition increases (proposed for Fiscal Year 2012) triggered enforcement of the Higher Education Student Funding Act of 2007, resulting in penalty waiver requests to the commissioner of higher education. These and other issues and challenges are described in the following pages, respectfully submitted to the citizens of Missouri.

Kathy Swan
Chair
Coordinating Board for Higher Education

"The need to increase the number of Missourians with college degrees has never been greater."
— Kathy Swan

Section 173.040, RSMo defines the annual reporting requirements of the CBHE, and this annual report is arranged according to these five statutory requirements.

Missouri Revised Statutes
Chapter 173
Department of Higher Education
Section 173.040

Reports to Governor and General Assembly, contents.

173.040. *The coordinating board is directed to submit a written report to the governor or governor-elect at least forty-five days prior to the opening of each regular session of the general assembly and to submit the same report to the general assembly within five days after the opening of each regular session. The report shall include:*

1. *A statement of the initial coordinated plan for higher education in Missouri, together with subsequent changes and implementations;*

2. *A review of recent changes in enrollments and programs among institutions of higher education in the state;*

3. *A review of requests and recommendations made by the coordinating board to institutions of higher education in accordance with section 173.030 and of the college's or university's response to requests and recommendations, including noncompliance therewith;*

4. *The coordinating board's recommendations for development and coordination in state-supported higher education in the forthcoming biennium, within the context of the long-range coordinated plan;*

5. *The coordinating board's budget recommendations for each state-supported college or university for the forthcoming biennium.*

The coordinated plan for higher education in Missouri, *Imperatives for Change: Building a Higher Education System for the 21st Century*, has guided policy and accountability for the Missouri Department of Higher Education for three years.

The plan was developed in coordination with the presidents and chancellors of Missouri's public institutions of higher education and other major stakeholders. Its accountability measures provide a dynamic framework for the MDHE dashboard, which charts progress on the plan's three major goals:

• Increase educational attainment

• Produce a globally competitive workforce

• Increase shared responsibility for investment, stewardship and accountability

The Fiscal Year 2009 and Fiscal Year 2010 MDHE annual reports were structured to reflect progress toward attaining the goals outlined in *Imperatives for Change*, and were presented to the Coordinating Board for Higher Education in February 2010 and April 2011 respectively. Since that time, an annual performance report on *Imperatives for Change* has supplanted its framework for the annual report. The most recent performance report is included in Appendix B following the original coordinated plan in Appendix A.

A soccer scholarship helped Kyle Eno attend the Blue River campus of Kansas City's Metropolitan Community College.

The MDHE collects information annually about student enrollment in Missouri public and independent institutions. Comprehensive enrollment data are made available to the public on the MDHE website: DHE.mo.gov. The data support the strategic planning work of the Coordinating Board for Higher Education, institutions of higher learning, researchers and other stakeholders.

Summarized below are some highlights of comparable enrollment information from the Fall 2010 term:

• As of fall 2010, Missouri's public sector of postsecondary education enrolled about 256,000 students, representing a full-time equivalent enrollment of more than 187,000.

• Headcount enrollment increased by 11,000 students or 5 percent from fall 2009 to fall 2010, and full-time equivalent (FTE) enrollment increased by about 8,600 or 5 percent. The public two-year colleges accounted for about 69 percent of the increase in headcount, and about 60 percent of the increase in FTE.

• Over the past three years, FTE enrollment at Missouri's public postsecondary institutions has increased by over 16 percent, and headcount enrollment has increased by nearly 15 percent.

The MDHE oversees operating standards for proprietary schools to ensure students are treated fairly and receive education and training consistent with the published objectives of the schools.

During Fiscal Year 2011, program staff renewed the certification of 145 existing institutions, received 137 application requests, certified 8 schools to operate, and granted exemption from the certification standards to 4 schools. These schools provide education and training in more than 2,000 degree and certificate programs.

All types of proprietary schools certified by the MDHE experienced enrollment growth in 2010. The number of students enrolled in Missouri private career schools increased from 46,273 to 51,922, continuing the trend from the previous year. The number of students enrolled in non-Missouri degree-granting schools (regionally accredited schools offering instruction in Missouri) increased from 7,326 to 8,469 from 2009 to 2010. The number of students enrolled in proprietary online institutions grew from 17,998 to 25,414 during the same period. Details regarding enrollment in proprietary schools can be found in Appendix F.

"My advice to students is to apply for as many scholarships as you can."
—Kyle Eno

Audra Handschke chose Stephens College for its outstanding theater program. She earned "high honors" on the Dean's List and hopes to attend graduate school in London.

In August 2010, Gov. Jay Nixon directed MDHE to review academic programs that did not appear to meet the Coordinating Board for Higher Education's productivity criteria. "Low-producing programs" are defined by CBHE policy as those producing fewer than 10 graduates per year at the baccalaureate level, five graduates per year at the master's degree level, and three graduates per year at the doctoral degree level, calculated over a three-year average.

As a result of the program review, which began in September 2010, colleges and universities terminated a total of 119 programs, or 20 percent of all programs identified for review. Institutions moved 24 programs to inactive status, and 175 programs were flagged for follow-up review in three years.

The four-year institutions ended 73 degree programs and two-year institutions ended 46 programs. The programs are being phased out over time so students currently enrolled can graduate in their major.

A major purpose of the academic program review was to improve higher education efficiency. The review also identified serious issues in the state's system of postsecondary education. Many fields that have been identified as crucial to the state's economic growth and global competitiveness were among the low-producing degree programs. Foreign languages, teacher education and the STEM fields – science, technology, engineering and mathematics – were prominent on the list of fields with few graduates.

The report recommended eight steps to improve the efficiency and productivity of academic programs at public institutions:

1. Improve the productivity of high-priority programs.

2. Strengthen policies for the review of new program proposals.

3. Develop appropriate reforms in teacher education in collaboration with the Department of Elementary and Secondary Education.

4. Revise and update the policy for the regular review of existing academic programs.

5. Develop a policy for the review of programs in the two-year sector.

6. Encourage collaboration for program delivery among institutions, especially in foreign languages.

7. Continue analysis of program duplication.

8. Conduct follow-up reviews in three years.

The Program Review Report to the governor can be found on the MDHE website at: www.dhe.mo.gov/AcademicProgramReview.php

In addition to the comprehensive program analysis performed over a six-month period by the MDHE's Academic Affairs unit, institutions normally add and alter programs to meet the needs of their students.

The following charts summarize the number of programs added, deleted, inactivated, withdrawn and conducted off-site by Missouri public and independent institutions. Detailed information regarding program actions can be found in Appendix H.

Public Institutions	Certificate	Associate	Baccalaureate	Graduate	Total
Deleted	44	21	44	15	124
Inactivated	22	13	3	5	43
Other Program Changes*	80	31	44	28	183
New	23	32	12	14	81
Off-site	13	19	7	4	43
Programs Withdrawn	0	0	0	4	4

* Includes options inactivated/deleted, options added, titles changed, certificates added, programs combined.

Independent Institutions	Certificate	Associate	Baccalaureate	Graduate	Total
Deleted	4	6	57	15	82
Inactivated	0	0	0	0	0
Other Program Changes*	1	0	57	25	83
New	0	5	31	18	54
Off-site	0	3	15	2	35
Programs Withdrawn	0	0	0	0	0

* Includes options inactivated/deleted, options added, titles changed, certificates added, programs combined.

Determination led Jhamie L. Johnson-Scott to raise her GPA above 3.0 at MU after her father's death left her struggling academically.

As outlined in Section 173.030, RSMo, the CBHE has the responsibility within the provisions of the constitution and the statutes of the state of Missouri to ensure the compliance of institutions in a variety of areas. These areas and the subsequent action taken by the CBHE or the MDHE staff during Fiscal Year 2011 are detailed in this section of the annual report.

173.030(1) *Requesting the governing boards of all state-supported institutions of higher education and of major private institutions to submit to the coordinating board any proposed policy changes which would create additional institutions of higher education, additional residence centers, or major additions in degree and certificate programs,* and make pertinent recommendations relating thereto;

173.030(2) Recommending to the governing board of any institution of higher education in the state the development, consolidation, or elimination of programs, degree offerings, physical facilities, or policy changes where that action is deemed by the coordinating board as in the best interests of the institutions themselves and/or the general requirements of the state. Recommendations shall be submitted to governing boards by 12 months preceding the term in which the action may take effect;

Governor's Strategic Initiatives

The governor and the CBHE/MDHE jointly hosted the Governor's Summit on Higher Education on August 17, 2010. The governor introduced his four main goals for higher education: 1) Degree attainment; 2) Academic program review; 3) Increasing cooperation and collaboration in administrative and academic areas; and 4) Funding formula for higher education.

The goals are fully consistent with the issues and goals contained in "Imperatives for Change," the coordinated plan adopted by the CBHE in July 2008. The governor's first initiative – increasing degree attainment – is also the first goal of *Imperatives for Change*.

The governor's second strategic initiative – academic program review – led the CBHE, working through the MDHE, to request from institutions information regarding program enrollment. The analysis conducted by the MDHE Academic Affairs unit resulted in the recommendations described in the previous section of this report on Academic Program To make it easier for institutions to comply with academic program review, the CBHE modified its academic program review policy so that new program proposals

are reviewed according to a clear, coherent and consistent schedule. New program proposals may now be posted five times annually according to the following schedule:

For a proposal for a new academic program, or a proposal for a new residence center, to be considered for approval at the CBHE meeting in:	MDHE must receive the proposal by:	The proposal will be posted to MDHE website on:
September	July 1	July 15
December	October 1	October 15
February	December 1	December 15
April	February 1	February 15
June	April 1	April 15

This modification provides institutions with a clear timetable and firm deadlines to guide them in the development of new academic programs, in particular submitting the proposal in advance of the semester in which they intend to offer the new program.

In addition to academic program review, Academic Affairs began the process of inventorying and analyzing existing cooperative and collaborative programs in the state. A draft report was presented to the CBHE in December 2011.

The MDHE appointed a Higher Education Funding Task Force to review the existing funding model with an emphasis on rewarding performance.

New Policies and Reports

Mission Review — The Coordinating Board for Higher Education has statutory responsibility to conduct a review of the missions of the public institutions every five years. After several years of inaction due to limited staffing, the CBHE reintroduced mission review in December 2008 as a phased collaborative initiative between MDHE and all public institutions. MDHE staff reviewed mission documents provided by the institutions. MDHE staff completed the review as identified in the first phase and prepared draft reports for all public institutions. Each institution had the opportunity to review and comment on the draft reports before the final performance report was written. In the course of the review exercise, community college leadership requested that MDHE review the mission of the community colleges as a collective sector based on a

"I guess instead of dwelling on loss you have to build on it to become stronger."
—Jhamie L. Johnson-Scott

Sarah Kurian studies information science and technology at Missouri University of Science and Technology. She said her first visit to campus convinced her it was the college for her.

new mission statement proposed by the Missouri Community Colleges Association (MCCA). MDHE staff conducted that supplemental review and communicated the findings to the institutions for comments and clarifications. Recommendations that resulted from the mission review process can be found at Tab G of the Dec. 2, 2010, CBHE board book: www.dhe.mo.gov/files/BB1210.pdf

Office Move — To reduce costs to the state for office rental and maintenance, the Missouri Department of Higher Education moved its offices to the 11th floor of the Jefferson Building, 205 Jefferson St., in downtown Jefferson City in November 2010.

Higher Education Student Funding Act — In 2007, the Missouri legislature passed the Higher Education Student Funding Act. The act provides for the Coordinating Board for Higher Education and the commissioner of higher education to have a role in reviewing the tuition setting process. Tuition is set by the governing board of each Missouri public institution of higher education. Institutions that propose increases in tuition at rates that exceed the rate of inflation (CFI) must either return a portion of their state appropriations to the state or must ask the commissioner to waive the financial penalty in whole or in part. The CBHE policy sets forth statutory language on tuition increases, defines relevant terms, describes the procedures for seeking waivers and lists some factors the commissioner must weigh in assessing institutions' waiver requests to enforce HESFA. Institutions made their first tuition penalty waiver requests in January 2011. Correspondence relating to the requests, including the commissioner's responses, can be found by clicking on "Tuition Penalty Waiver Requests" on the home page of DHE.mo.gov.

Transfer of A+ Scholarship Program — The scholarship component of the A+ Scholarship Program (Section 160.545 RSMo) was transferred from the Department of Elementary and Secondary Education to the MDHE with Executive Order 10-16. The MDHE assumed responsibility for the scholarship program in Fiscal Year 2011; the school improvement piece of the A+ Schools Program remains with DESE. The A+ Scholarship serves graduates of A+ designated high schools who meet certain academic requirements while in high school and attend a participating public community college or vocational/technical school, or certain private two-year vocational/technical schools. Award amounts are based on the student's actual tuition after the Pell Grant, or other federal, non-loan funding, has been applied.

Complaint Review Process — In October 2010 the U.S. Department of

Education issued new rules aimed at improving the integrity of programs receiving Title IV federal student aid funds. All sectors of the higher education community were affected by the new rules, which had an effective date of July 1, 2011. One requirement for an institution to have state authorization is that the state must have "a process to review and appropriately act on complaints concerning the institution including enforcing applicable state laws. (34 C.F.R. § 600.9(a)(1) Institutions are required to provide its students or prospective students with contact information for filing complaints with the state. MDHE responded to the rules by adopting a policy whereby the agency acts as a central point of contact for complaints. Those that come within the authority of the CBHE are to be addressed by the agency (e.g., an institution's determination of residency). Those that fall under the authority of an accrediting agency or another state agency (such as the Attorney General for consumer complaints related to fraud or misrepresentation, or the Division of Professional Registration for a complaint related to professional licensing) would be referred to that agency for its review. The complete policy can be found on the "MDHE Policies & Guidelines" page of the DHE.mo.gov website.

Requests for New Residence Centers — The CBHE received requests to establish residence centers by Three Rivers and North Central community colleges. The centers would be constructed in Dexter and Trenton, respectively. (CBHE authority to approve new residence centers, or campuses, is established in statute by Section 173.030(1), RSMo. MDHE used criteria based on 6 CSR 10.6020.) The CBHE approved the requests for new residence centers to provide higher education opportunities in under-served areas and to enhance career and economic opportunities for Missouri citizens.

"I see myself working for a cause rather than a corporation."
—Sarah Kurian

Kapono Faitau developed good study habits early in his college career at Park University. As a result, he maintains a 3.0 GPA in his chosen field – Hospitality/Hotel Management.

Grants

Broadband Technology Opportunities Grant — The Missouri Department of Higher received $6.6 million in federal and matching grant funds from the National Telecommunications and Information Administration to develop a project to support access to broadband for vulnerable populations (low income, unemployed adults over age 55, and underserved minority groups) around Missouri. The MDHE project, entitled *Pathways to Broadband Access and Technology Education*, is a partnership with six community colleges to establish or expand a total of 23 public computer centers in targeted areas around the state. Partner colleges include: Jefferson College, Metropolitan Community College, Mineral Area College, Moberly Area Community College, St. Louis Community College and Three Rivers Community College. The PCCs provide public outreach to the vulnerable populations in the community college service areas by providing broadband access and knowledgeable personnel for training. Courses in basic digital literacy are free of charge to the public. Digital literacy skills allow individuals to communicate and work more efficiently. Users learn everything from computer fundamentals to social networking. PCCs will also provide broadband for purposes such as telemedicine, small business development, education, job searches, research and personal enrichment. Basic software programs will also be available to enhance student learning and skill acquisition.

Win-Win — A national initiative called the "Win-Win Project" selected Missouri as one of six states in a program to help these students complete their education and attain their degrees. Missouri received a grant of $120,250 to work with four institutions to identify former students who acquired enough credit for an associate degree but never received it, or who came within nine hours of completing the degree requirements. The Institute for Higher Education Policy, with funds from the Lumina Foundation, chose Missouri for its robust community college system and data collection capability. The institutions participating in the *Win-Win Project* are St. Louis Community College, Metropolitan Community College in Kansas City, Columbia College and DeVry University. The funds will be used to refine data collection techniques for identifying the students who are close to degree completion, so that the methods can be replicated across the country.

College Access Challenge Grant — The College Access Challenge Grant was established by Congress as part of the College Cost Reduction and Access Act of 2007 (CFDA 84.378A). The purpose of the grant is to foster partnerships among federal, state and local governments to help low-income middle and high school students enroll and succeed in postsecondary education. Here in Missouri the funds are used for two main activities:

- Financial literacy outreach — MDHE distributes materials on topics such as: paying for college, sources and types of financial aid, planning academically for postsecondary education, as well as FAFSA completion.

- Competitive sub-grants — MDHE administers. For Fiscal Year 2010, 2011 sub-grantees were awarded a total of $974,260 to help increase the numbers of low-income Missourians who are prepared to enter and succeed in postsecondary education. Sub-Grant Recipients for Fiscal Year 2010 can be found in Appendix F.

Improving Teacher Quality Grant — The MDHE receives, and the Academic Affairs group administers, approximately $1.2 million each year in federal funds for the professional development of K-12 teachers. The staff develops and distributes an annual Request for Proposals (RFP), manages the evaluation of proposals, makes awards, and monitors/evaluates the professional development activities.

Default Prevention Grant — To keep delinquency and default rates as low as possible in Missouri, the MDHE established a Default Prevention Grant program in 2001. Since then, the MDHE has helped as many as 43 postsecondary institutions implement and sustain debt management programs, financial literacy workshops, student success and retention efforts, and default prevention activities. Since the program's inception, the MDHE has awarded more than $6.3 million to Missouri institutions. During this time, participating schools have seen their Cohort Default Rates decline from an average of more than 14 percent to a low of 4.9 percent. Their average 2008 CDR, which is the most recent official reporting cohort, is 7 percent. MDHE provided annual grants of up to $25,000 for more than 30 schools to implement default prevention programs; the grants resulted in a substantial reduction in the number of borrower defaults.

"With better knowledge comes a better future. The college experience is something you don't want to miss out on in life."
—Kapono Faitau

Gwendolyn Prenger is headed to college from Helias High School thanks in part to MDHE publications that helped her plan and save for school.

Ongoing Reports and Initiatives

Student Loan — The MDHE has served as a guaranty agency in the Federal Family Education Loan Program since 1979 and is one of 32 guarantors that exist across the nation. As a guarantor, the MDHE assures the lender of a FFELP loan repayment of the loan if the borrower fails to repay the debt.

The Healthcare and Education Affordability Reconciliation Act was signed into law in March 2010 and went into effect July 1, 2010. It eliminated FFELP and mandated that new federal student loans would be disbursed through the Federal Direct Loan Program. As a result, the MDHE will maintain its existing loan guarantee portfolio but will not guarantee new loans issued from the federal government.

In order to enable guaranty agencies to continue to provide services in coming years, the U.S. Department of Education invited existing guarantors across the country to submit proposals for the provision of guaranty agency services such as default prevention, financial literacy, college outreach, default collection and program integrity services. The MDHE submitted a joint proposal with 11 other state-based guaranty agencies. USDE intends to formalize new agreements with guarantors during FY12.

As part of its responsibility as a student loan guarantor, MDHE provided numerous programs to help students who need financial assistance to attend college, including:

- Free publications, online tools and other resources — The MDHE printed and distributed more than 400,000 publications to encourage and assist degree attainment and financial literacy

- Outreach and training — The MDHE offered free presentations to nearly 30,000 people across Missouri about planning and preparing for college and also conducted workshops for financial aid officers, high school counselors and others concerning federal and state regulations regarding financial aid administration

- FAFSA Frenzy (a program of College Goal SundaySM) — The MDHE promoted, coordinated and helped deliver statewide events that assisted almost 1,300 students and their families file the federal application necessary to obtain financial aid for college.

Capital Improvement Recommendations — As part of its annual unified budget submission for higher education institutions for the upcoming fiscal year, the MDHE also solicits and submits recommendations for capital

improvement needs around the state. The agency once again identified its top capital priorities to be the unfinished Lewis & Clark Discovery Initiative projects, totaling $107 million. A second tier of identified priorities included the top 12 capital improvement projects for community colleges, totaling $75 million requested from the state, and the top 14 capital improvement priorities for four-year institutions, totaling $519 million.

Merger of CAI/LAMP — The Curriculum Alignment Initiative (CAI) was established to fulfill one of the mandates in Senate Bill 389: to identify entry- and exit- level competencies that outline standards for success in collegiate-level coursework. The CAI Steering Committee facilitated the development of entry-level competencies in six academic areas, 16 exit-level competencies for specific college-level general education courses, and optimal entry-level competencies for two engineering courses.

The Learning Assessment in Missouri Postsecondary Education (LAMP) advisory council was created in 2008 to consider statewide issues surrounding learning assessment in Missouri and to make policy recommendations to the Commissioner of Higher Education. The LAMP Advisory Council served as a forum for dialogue, research, and policy recommendations regarding comprehensive student learning assessment in higher education at key transition points, from high school to college, completion of general education courses, and in the academic major.

The work of both the CAI and LAMP matured to the point where a new mechanism was needed to define college-readiness and to align curricula and develop appropriate assessment tools. The MDHE established the Committee on Curriculum and Assessment to implement and oversee the mandates in SB389 related to curriculum alignment and assessment.

Longitudinal Data — The collection and analysis of data is a vital component in the MDHE's continuing effort to improve the condition of postsecondary education in Missouri. Data are collected at the student and aggregate levels using a variety of survey instruments and disseminated in a number of reports published by the department. The most popular data and reports include the High School Graduates Report, Presidents and Chancellor's Compensation Survey, Statistical Summary of Missouri Higher Education, Statistical Summary of Missouri Proprietary Postsecondary Education, and Tuition and Fees. Databases can be found on the "Research and Data" page of DHE.mo.gov.

High School Graduates Report — MDHE collects longitudinal data for the Missouri High School Graduates Performance Report. It is a strategic resource for linking high school performance to college success. Colleges

"Spend your money wisely and save as much as possible in a high-interest savings account."

—Gwendolyn Prenger

Rodney Mays plans to attend dental school at UMKC after he graduates from Lindenwood University. Long-term goal? Become an oral surgeon.

and universities use the report to identify high school graduates who meet the institution's admission requirements. The report can be used by high schools as a guidance and counseling tool to assess how well their graduates are prepared for the college of their choice.

The report tracks Missouri public high school graduates entering the state's public two- and four-year postsecondary institutions as first-time freshmen in the fall semester following high school graduation.

In accordance with Section 173.750, RsMo., the Missouri High School Graduates Performance Report provides information to individual high schools, and is disaggregated by race and gender. No data identifying individual students is included. The report includes: Grade point average after the initial year in college; percent of students returning to college after the first and second semester; percent of students taking remedial courses in the basic academic subjects of English, mathematics, or reading; and other data as determined by rule and regulation of the Coordinating Board for Higher Education.

Currently, data comprising the report is drawn solely from student data provided annually by in-state public colleges and universities; no data is currently included in the report from either the state's private institutions or by the Missouri Department of Elementary and Secondary Education.

MDHE staff has integrated all past annual reports into a longitudinal data file that will enable high schools to track and compare their graduate cohorts' college performance across the state's public higher education system.

The High School Graduates Report can be found at the "Research and Data" link on DHE.mo.gov.

Reciprocal Agreements — In order to expand student access to academic programming not available in the respective states of Missouri and Kansas and promote the efficient utilization of existing resources, the Missouri Coordinating Board for Higher Education, the Kansas Board of Regents and the Curators of the University of Missouri have entered into several consecutive reciprocal agreements.

Through the reciprocal agreements, Missouri residents have 491 in-state tuition seats divided between the School of Architecture and Urban Design at the University of Kansas and the College of Architecture and Design at Kansas State University. Kansas residents have in-state tuition seats at the School of Dentistry at the University of Missouri–Kansas City (85 seats)

and at the School of Optometry at the University of Missouri–St. Louis (12 seats).

The previous agreement expired on June 30, 2011. A new five-year reciprocal agreement, effective from July 1, 2011, to June 30, 2016, contains the same provisions as the previous agreement. The Kansas Board of Regents, University of Missouri System and the Coordinating Board for Higher Education approved the new reciprocal agreement.

"Preparing for college made me much more knowledgeable about my career path. I even have enough credentials to apply for an entry-level job."

—Rodney Mays

FY 2013 Institutional Core Budget Request
Staff Recommendation

	FY 2012 TAFP Budget	FY 2012 Expenditure Restriction	FY 2013 Core Request
Community Colleges	132,667,206	(1,851,911)	130,815,295
Linn State Technical College	4,682,166	(65,359)	4,616,807
Univ. of Central Missouri	53,355,831	(744,798)	52,611,033
Southeast Missouri State	43,493,220	(607,125)	42,886,095
Missouri State University	80,466,125	(1,123,233)	79,342,892
Lincoln University	17,685,546	(246,874)	17,438,672
Truman State University	40,377,812	(563,637)	39,814,175
Northwest Missouri State	29,592,947	(413,090)	29,179,857
Missouri Southern State Univ.	22,885,800	(319,465)	22,566,335
Missouri Western State Univ.	21,089,772	(562,721)	20,527,051
Harris-Stowe State Univ.	9,724,445	(135,744)	9,588,701
University of Missouri	403,634,997	(10,141,343)	393,493,654
Subtotal	859,655,867	(16,775,300)	842,880,567

Appendix A

Imperatives for Change

Imperatives for Change:
Building a Higher Education System for the 21st Century

A Coordinated Plan for the Missouri Higher Education System

Adopted by the Coordinating Board for Higher Education
July 30, 2008

The following motion was approved unanimously by the CBHE:

It is recommended that the Coordinating Board adopt the revisions to the Coordinated Plan as documented in Attachment C, including two additional editorial changes - "community colleges" and "contiguous states" to "two-year colleges" and "surrounding states" - and to remove the provisional status of the Coordinated Plan. It is further recommended that institutional representatives continue to work with MDHE staff on the development of clear operational measures, baselines, benchmarks, and targets.

Finally, it is recommended that the Coordinating Board direct the Commissioner of Higher Education and MDHE staff to continue the important work of collecting contextual information, establishing baseline data, clarifying data definitions, and setting target goals for the Coordinated Plan and that this phase of the Plan will be presented to the CBHE for review and action at its September 2008 meeting.

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Imperatives for Change:
Building a Higher Education System for the 21st Century

Introduction

The rapidly changing social and economic environment presents profound challenges to all states and nations. More than ever, in the knowledge-based economy of the 21st century, higher education is the gateway to an improved standard of living for Missouri's residents. The imperative for change is clear: those educational systems that adapt to the new environment will be positioned to lead their states to succeed in a globally competitive world.

The collective challenge to the higher education system is to understand the key components of the environment and to devise effective strategies that will capitalize on strengths while addressing weaknesses in challenging financial times. Providing the vision, the stable and sufficient resources, and the collective action to support a higher education system that ensures the future prosperity of Missouri residents, the state of Missouri, and the nation is necessary to address the most important challenges of the day.

Imperatives for Change provides a vision that has been developed collaboratively by Missouri's higher education institutions and the Coordinating Board for Higher Education. This plan will serve for the next three to five years as a foundation for prioritizing goals, justifying an increased resource base, allocating resources, and implementing dynamic strategies to provide Missouri residents with the educational opportunities they need to be competitive on a global scale.

Mission Statement

The Coordinating Board for Higher Education, the Missouri Department of Higher Education, and the state's institutions of higher education will work collaboratively to support a diverse system of affordable, accessible, high-quality educational institutions that demonstrate student learning and development, encourage and support innovation, foster civic engagement, enhance the cultural life of Missourians, and contribute to economic growth.

Vision Statement

Missouri's higher education will be an innovative and coordinated system of diverse postsecondary institutions that benefits Missouri and the nation by equipping all Missouri residents for personal and professional success in the 21st century and that is moving towards becoming one of the best in the nation.

Basic Values

Missouri's higher education community is united in its commitment to the following core values.

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❖ Higher education in Missouri serves many purposes and constituencies, but first and foremost the system is focused on students, learning, and each individual's realization of his or her full educational potential.

❖ Qualified students should be able to attend the higher education institution that best fits their educational goals and needs regardless of cost.

❖ Access without success is an empty promise. Missouri's higher education institutions are dedicated to providing nationally and internationally competitive educational programs, research, and extension services to ensure their students have the knowledge and skills necessary for success in the 21st century, including the ability to think critically, to communicate effectively, and to be life-long learners.

❖ Diversity of institutional missions is a strength of the system that must be preserved.

❖ Higher education is a public good as well as a private benefit, contributing both to economic development and civic engagement.

❖ Basic and applied research, the creation of knowledge, and the application of information to solve problems are basic functions of the higher education system that must be recognized and supported.

❖ The higher education community is dedicated to making decisions based on reliable and transparent data.

❖ The higher education community values the appropriate use of technology to enhance programs, services, research, and administration.

❖ Public accountability for learning outcomes and stewardship of public funds are priorities for Missouri's higher education institutions.

❖ Ensuring the continued affordability and effectiveness of Missouri's higher education system requires a partnership among the institutions, the state, and other stakeholders.

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Strategic Issues, Goals, and Action Steps

Strategic Issue: *Increase Educational Attainment*

GOAL 1: Missouri's higher education system will improve educational attainment, including certificate and degree production at all levels, to enhance the quality of Missouri's workforce and the quality of life of its residents.

<u>Objective 1A:</u> *Increase the percent of Missouri residents who possesses a postsecondary credential.*

Indicators

1) Percentage of the population aged 25 to 64 who hold a degree or certificate, for the state as a whole and disaggregated by demographic groups and regions

2) Number of transfer students who graduate from any institution with a baccalaureate degree

3) Increases in personal income from degree attainment

Contributing Factors

a) Number of postsecondary credit hours delivered

b) Number of degrees and certificates awarded, disaggregated by demographic groups

c) Cohort analysis of persistence from fall semester to fall semester

These action steps may be taken as appropriate:

✓ Raise the aspirations of those who do not see postsecondary education within their reach;
✓ Increase postsecondary access for, and success of, historically under-represented groups;
✓ Develop incentives that reward institutions that increase degree production and retention rates while demonstrably sustaining quality within programs;
✓ Expand opportunities for non-traditional learners through course redesign, alternative methods of program delivery, and better coordination of distance education; and
✓ Create incentives and standards for seamless student transitions between educational institutions.

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Objective 1B: *Missouri's system of higher education will become more affordable to more Missourians.*

Indicators

1) Percentage of family income required to pay for college after grant and scholarship aid by income quintiles

2) Total student financial aid awarded to Missouri students from all sources including both restricted and unrestricted institutional funds

Contributing Factors

a) Missouri resident on-time FAFSAs files by income and EFC level

b) Percent change in state appropriations for higher education

These action steps may be taken as appropriate:

✓ Implement the Higher Education Student Funding Act;
✓ Support the growth of the Access Missouri Student Financial Assistance Program;
✓ Carry out a sustained statewide public information campaign on the value of higher education and the steps prospective students must take to prepare academically and financially; and
✓ Increase state funding and external funding sufficient to enable institutions to minimize tuition increases and maintain quality undergraduate and graduate programs and services.

Objective 1C: *Missouri's higher education system will demonstrate continual improvement or sustained excellence in student learning outcomes.*

Indicators

1) Results of assessments of student learning in general education (Institutions will be provided the option of using national normed tests and/or participation in an MDHE administered project involving samples of student work evaluated by a statewide committee of faculty). Data generated should serve dual purposes of accountability, i.e., demonstration of learning gains, and improvement, i.e., use by faculty to make changes in curriculum content and delivery.

2) Results of assessments of student learning of major fields

3) Pass rates on licensure and certification examinations

4) Developmental student success rate in collegiate-level courses

- 6 -

Contributing Factor

    a) Results of student engagement and/or satisfaction surveys

These action steps may be taken as appropriate:

- ✓ Continue to experiment with VSA and/or similar template for reporting of assessment of student learning gains;
- ✓ Evaluate need for and potential structure of policy in student assessment and placement, especially as a natural outgrowth of Curriculum Alignment Initiative
- ✓ Evaluate potential revisions to statewide data collection to better illustrate the scope and magnitude of postsecondary assessment
- ✓ Inventory instruments currently used to assess general education, major field, and professional certification / licensure

NOTE: Prior to implementation of this section, there should be exploration with DESE, the State Board of Education, and P-12 organizations to obtain joint agreement.

Objective 1D: *Increase college attendance rate of high school students.*

Indicators

    1) Same year fall college attendance rates of spring Missouri high school graduates

    2) Percentage of the population and number of students aged 18 to 24 enrolled in postsecondary education, disaggregated by demographic group

Contributing Factors

    a) Percent of Missouri 9th graders who take the ACT within four years

    b) Percent of Missouri high school graduates enrolled in postsecondary education that were placed in remedial coursework

    c) College attendance rates of the 9th grade cohort of Missouri students, disaggregated by demographic group

Objective 1E: *Increase college attendance rate of non-traditional students.*

Indicator

    1) Percentage of the population, and number of students over the age of 24 enrolled in postsecondary education, disaggregated by demographic group

Contributing Factor

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     a) Enrollment in New Jobs Training, Customized Training, and related training programs

These action steps may be taken as appropriate:

- ✓ Implement appropriate early intervention strategies at the school district level;
- ✓ Implement the Curriculum Alignment Project;
- ✓ Support the activities of the P-20 Coalition;
- ✓ Provide incentives for attracting adult students, particularly in underserved regions;
- ✓ Provide incentives for the delivery of degrees (especially graduate degrees) in underserved geographic areas
- ✓ Provide institutional support for the additional costs associated with non-traditional course delivery methods;
- ✓ Review and, if necessary, strengthen CBHE oversight to assure the effectiveness of non-traditional programming and;
- ✓ Work with DESE to explore requiring collegiate level placement testing such as the ACT, Work Keys, Accuplacer, Compass, etc. in the 11th grade.

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Strategic Issues, Goals, and Action Steps

Strategic Issue: *Develop a 21st Century Society and Global Economy*

GOAL 2: **Missouri's higher education system will contribute to a dynamic, information-based, globally competitive society and economy by collaborating with government and business.**

Objective 2A: *Missouri's higher education system will demonstrate improvement in meeting the workforce needs of Missouri.*

Indicators

1) Number of direct educational partnerships with Missouri employers, including MBEs

2) Number of degrees and certificates awarded in key non-METS fields (fields to be determined)

3) Number of students passing certification and licensure examinations in high demand fields (fields to be determined)

Contributing Factor

a) Employer follow-up surveys of appropriate categories of degree and/or certificate completers

These action steps may be taken as appropriate:

- ✓ Develop corporate links to access training and learning opportunities;
- ✓ Expand customized education and training opportunities where the business community and higher education institutions work together;
- ✓ Offer more access for place-bound or time-bound learners;
- ✓ Establish employer-based feedback mechanisms to evaluate the quality and preparedness of the graduates of postsecondary programs; and
- ✓ Support programs to recruit well-prepared, new and experienced teachers in high need areas.

Objective 2B: *Missouri's higher education system will increase the number of degrees and certificates awarded in METS-related and health practitioner fields. (Specific fields to be determined)*

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Indicators

1) a. Number of degrees and certificates awarded in METS-related fields, including METS-related teacher education
   b. Number of METS-related degree and certificate recipients who transferred from a two-year college

2) a. Number of degrees and certificates awarded in health practitioner fields
   b. Number of health practitioner degree and certificate recipients who transferred from a two-year college

Contributing Factor

a) Number of credit hours delivered in METS-related fields

These action steps may be taken as appropriate:

✓ Work with elementary and secondary schools to increase student interest in mathematics and science while improving overall educational preparation in mathematics and science;
✓ Invest in increased institutional capacity in health practitioner programs;
✓ Increase the number of postsecondary students completing courses in METS-related fields; and
✓ Offer funding incentives to institutions for increasing graduates in METS and health practitioner fields while demonstrating sustained quality programs.

Objective 2C: *Missouri's higher education system will increase the number of graduate degrees awarded in critical fields. (Specific fields to be determined.)*

Indicator

1) Number of graduate and professional degrees awarded in critical fields, disaggregated by demographic group and geographic location

These action steps may be taken as appropriate:

✓ Foster increased access to graduate and professional programs for historically underserved populations;
✓ Increase the number of graduate and professional programs newly offered in underserved locations
✓ Provide incentives to expand access to graduate and professional programs in underserved areas using cooperative arrangements, resource sharing, and technology whenever possible; and

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✓ Expand access to high-quality continuing professional development opportunities in underserved areas using cooperative arrangements, resource sharing, and technology whenever possible.

Objective 2D: ***Missouri's higher education system will increase the amount and scope of basic and applied research and development activity to the extent consistent with institutional missions.***

Indicators

1) Total expenditures on research and development at Missouri higher education institutions as a percentage of gross state product

2) Total number and value of external grants awarded to researchers connected to Missouri higher education

3) Number of invention disclosures and patents awarded in connection with a Missouri higher education institution

4) Number of new business start-ups linked to research or development incubators associated with Missouri higher education institutions

Contributing Factor

a) Missouri's New Economy Index

These action steps may be taken as appropriate:

✓ Develop public relations efforts to inform the public about the benefits of research activities;
✓ Establish competitive grant programs to expand research capacity in higher education institutions;
✓ Establish competitive grant programs for collaborative research projects;
✓ Improve cooperation between the Department of Economic Development and higher education institutions;
✓ Establish and utilize a state-supported data inventory for identifying expertise and opportunities that result from research and development activities on campuses;
✓ Provide extension programs and innovation centers with technical guidance to encourage the development of new companies, economy clusters, and partnerships;
✓ Provide incentives to institutions that transfer new technologies to the marketplace.

Objective 2E: ***Missouri institutions will increase learning experiences beyond the classroom and service activities beyond the campus in support of***

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promoting civic engagement, understanding international and cultural issues, and improving critical thinking.

Indicator

1) Percentage of students participating in "high-impact" learning activities such as internships, study abroad, student-faculty research, and service learning
2) Number of direct education outreach programs and program participants (e.g., ESL, TRIO, ABE)

These action steps may be taken as appropriate:

✓ Encourage and reward institutions to emphasize and assess student gains in critical thinking, creative problem solving, and effective communication in all academic programs;
✓ Provide incentives to institutions to provide their students increased access to "high-impact" learning opportunities;
✓ Use technology and alternative delivery mechanisms to increase opportunities for lifelong learning by all Missouri citizens;
✓ Foster increased cultural literacy, international understanding, and appreciation for diversity in all students through appropriate learning opportunities; and
✓ Establish learning communities within institutions that encourage the development of engaged citizens among students, faculty, staff, and the surrounding community.

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Strategic Issues, Goals, and Action Steps

Strategic Issue: *Enhance Resources through Increased Investment, Stewardship, and Shared Responsibility*

GOAL 3: **Missouri's higher education system will increase external financial support for higher education by demonstrating its value to key stakeholders and public policy-makers while understanding that shared responsibility is necessary for providing a globally competitive workforce, creating valuable new knowledge and products, and enriching the quality of life of all Missourians.**

Objective 3A: *Missouri's higher education system will increase the efficiency with which students move to graduation.*

Indicator

1) Three-year and six-year graduation rates of college-ready students

These action steps may be taken as appropriate:

- ✓ Use appropriate technology to improve the delivery of instruction, the sharing of knowledge, and the accomplishment of managerial tasks;
- ✓ Incorporate considerations of institutional efficiency in the implementation of the Higher Education Student Funding Act;
- ✓ Establish current agreed-upon missions (between each institution and the CBHE) and reinstitute five-year mission reviews;
- ✓ Provide incentives to and recognize institutions for maintaining distinctive missions;
- ✓ Provide consistent, comparable, and transparent information on the student experience to key higher education stakeholders, including prospective students and their families, public policy makers, and campus faculty and staff;
- ✓ Provide consistent, illustrative, and transparent information on research activities and accomplishments to key higher education stakeholders, public policy makers, and the general public;
- ✓ Pursue continuous improvement and demonstrate accountability for student learning and development; and
- ✓ Facilitate inter-institutional partnerships that increase revenues and decrease expenses.

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Objective 3B: *Missouri's higher education system will annually attract additional resources.*

Indicators

1) Total state appropriations received for higher education operations
   i. State appropriations for strategic investments in higher education
   ii. State appropriations for performance funding in higher education
   iii. State higher education operating appropriations received per FTE compared to surrounding states and the national average

2) Total state appropriations received for capital improvements
   i. State higher education capital appropriations received per FTE compared to surrounding states and the national average

3) Total federal non-student aid dollars received by Missouri higher education institutions

4) Total state appropriations received for higher education as a percentage of total state general revenue appropriations

5) State public higher education appropriations per $1,000 of personal income compared to surrounding states and the national average

6) Per capita state appropriations for public higher education compared to surrounding states and the national average

These action steps may be taken as appropriate:

✓ Develop new coherent, complementary and coordinated policy-driven funding strategies for increased public support that will help ensure national competitiveness;
✓ Measure progress in achieving strategic initiatives;
✓ Maximize non-state resource development through increased external grants, additional contracts for services, expanded development activities, and additional entrepreneurial activities; and
✓ Reward institutions for innovations in efficiency and demonstrated improvement in delivering quality educational programs and services.

Appendix B

Imperatives for Change Performance Report

IMPERATIVES FOR CHANGE 2011 PERFORMANCE REPORT

How Missouri Measures Up On Higher Education Goals

EDUCATIONAL ATTAINMENT

More than 60 percent of future jobs nationwide will require a college degree

Only 35 percent of the population ages 24 to 64 have an associate's degree or higher. Missouri consistently ranks below the national average in educational attainment.

Preparation

36 percent of recent Missouri high school graduates must take remedial course work and are unprepared for college level classes.

Participation

About 68 percent of recent Missouri high school graduates enroll in post-secondary education the fall semester following graduation.

Persistence

In 2009, Missouri exceeded the national average with 70 percent of full-time freshmen students from the prior year re-enrolling at the same institution. Still, Missouri has not made much progress over time on increasing this percentage.

Completion

Among students enrolling at a public 4-year institution in 2004-05, 55 percent had graduated with a baccalaureate degree by 2009-10. Among public 2-year students in 2007-08, 21 percent had completed by 2009-10, with another 20 percent transferring.

Affordability

Funding for state need-based financial aid has declined from $92 million in 2008-09 to $64 million in 2010-11.

CONTRIBUTE TO THE ECONOMY

Higher education contributes to economic growth
Even modest gains in educational attainment translate to improved economic performance for the state.

Workforce Needs
Missouri's postsecondary institutions have increased the number of degrees in science, technology, engineering and mathematics by five percent over the past year.

Competitiveness
Missouri ranked 33rd in the nation on the Kauffman Foundation's 2010 New Economy Index, a popular benchmark of economic competitiveness, moving up from 37th in 2008.[i]

Innovation
In 2009, the University of Missouri System and Washington University generated more than $16 million in royalties and license fees associated with inventions, patent applications and business start-ups.

Professional Licensure
In 2010, 72 percent of licensure examinations for jobs in teaching, STEM or healthcare professional were scored as passing.
In the context of this report, for nationally normed examinations, passing means scoring at or above the 50th percentile of test-takers.

INVEST IN THE FUTURE

State and local fiscal benefits amount to more than twice the amount state and local governments spend for every degree earned from public colleges

State Appropriations
In FY 2010, the state ranked 41st in the country in appropriations for higher education per student FTE, 42nd per $1,000 of personal income and 47th per capita.

Research
Missouri institutions received more than $1.6 billion in external research funding in 2010, up $200 million over 2009.

EDUCATIONAL ATTAINMENT

Educational attainment is key to Missouri's future prosperity. Recognizing this, Missouri leaders have made increasing degree production a top priority. According to the Lumina Foundation, a nonpartisan postsecondary education think-tank, if current trends continue, just 45 percent of Missouri's working adult population will hold a college degree or certificate by 2025.[ii] This falls far short of the state's 60 percent goal, amounting to a deficit of almost 462,000 postsecondary credentials.

Closing this gap will require dramatic improvements in Missouri's traditional education pipeline. According to the most recent estimates, 77 percent of 9th graders in Missouri graduate from high school, and 60 percent of Missouri high school graduates enter college the following fall. Meanwhile, the numbers of credentials per student produced at Missouri public two-year and public bachelors/masters institutions fail to meet the national averages. If Missouri can match the performance of the top three U.S. states on each of these measures by 2025, the National Center for Education Management Systems estimates the state will produce enough additional postsecondary credentials to cut its attainment deficit by roughly 59 percent.[iii]

Table 1: Percentage of Missourians Ages 24-64 Holding an Associate's Degree or Higher, 2004-2009		
	Total	**Minority**
2004	33.77%	28.61%
2005	33.24%	27.56%
2006	33.48%	26.85%
2007	34.76%	27.57%
2008	35.05%	27.81%
2009	35.24%	28.33%
2025[†]	**45%**	**30%**

Source: U.S. Census, American Community Survey
†Projected

It is critical to support traditional students as they progress through the education system, but effectively engaging nontraditional students is also an important part of the solution. In Missouri's public colleges alone, about 40 percent of all associate's degrees and 21 percent of all bachelor's degrees are awarded to students ages 25 and older. Yet adult learners often face some of the steepest odds on the road to a degree. Especially among working adults, college is more likely to be secondary to supporting a family, and a larger proportion of working adults attend college part-time compared to traditional students, making it more difficult to accumulate credits toward degree completion. The Missouri Department of Higher Education estimates that among full-time degree-seeking community college students ages 25 and older, the chances of completing college may be reduced by as much as 65 percent compared to traditional students.

Only 15 percent of African-Americans and 15 to 20 percent of Hispanics in fourth grade today will one day graduate from college if current trends continue. Here in Missouri, 58 percent of white students, but only 40 percent of African-American students, graduate from 4-year institutions within 6 years. The disparity is even greater at two-year institutions where 24 percent of white students, but only 7 percent of African-American students, graduate within 3 years.[iv] According to Measuring Up, the national group that issues higher education "grades" for all states, if all minority groups in Missouri had the same education and income potential as whites, the total annual personal income in the state would be about $4 billion higher.[v]

While nontraditional students may face different challenges compared to traditional students, the need to address college remediation cuts across all groups. In the fall of 2010, at least 36 percent of recent public high school graduates who enrolled in a public college or university required remediation. Among minorities, this figure increases to 50 percent, and among students who start college at age 25 or older, the rate is about 56 percent. Unfortunately, long-term trends suggest that these rates will continue to rise over the next few years unless stakeholders take decisive action to change course.

When students enter college academically unprepared, the chances of completing a degree decrease significantly. A 2008 study by Strong American Schools finds that 57 percent of students working toward a bachelor's degree at a four-year college complete their degree within eight years, while just 29 percent of students who require remediation complete their degree in the same timeframe.[vi] Nevertheless, the relationship between college remediation and degree completion is far from simple. Some research demonstrates that the least prepared—those who require a full sequence of developmental coursework—may actually persist and complete college at higher rates than similar peers placed in a higher-level remedial course.[vii] This suggests that the barrier to completion that remediation imposes can be mitigated in part simply by placing students more appropriately.
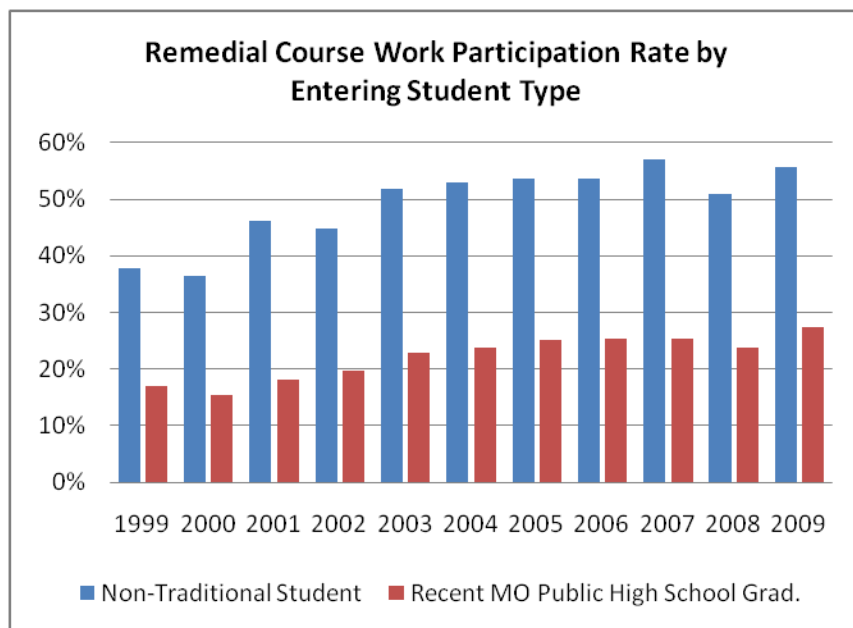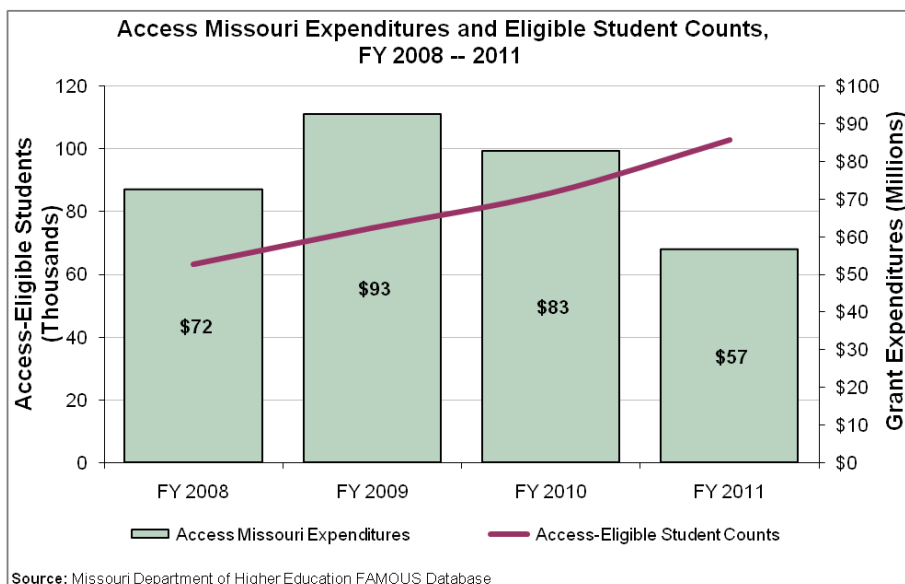
Affordability also contributes to students' chances of completing a degree. Studies show that unmet need—that is, remaining attendance costs after applying any financial aid or discounts— raises the probability of dropping out of college, and that financial aid increases the odds of persisting for those with lower incomes.[viii] While Missouri has held tuition costs relatively steady over the last three years, paying for college remains a challenge for many students. In 2008-09, the state's four-year public universities were less affordable than the U.S. average, requiring an average investment of 20 percent of the median income for Missouri households.

A balanced strategy to pave the way to a college education for economically disadvantaged groups must include targeted financial aid in addition to cost controls. While the state's need-based student aid program, Access Missouri, was fully funded in 2008-09, funding levels have since declined precipitously. In 2009-10, program funding levels were set at 78 percent of the statutory maximums, and in 2010-11, funding fell to 47 percent of the maximums, resulting in a reduction of more than $1,000 to the average award. Research suggests that a $1,000 increase in unmet need reduces a student's chance of completing college by as much as 13 percent.[ix]

Missouri must do a better job of funding student access and success, but without adequate resources, state colleges and universities will

Remedial Course Work Participation Rate by Entering Student Type

Non-Traditional Student   Recent MO Public High School Grad.

Access Missouri Expenditures and Eligible Student Counts, FY 2008 -- 2011

Access Missouri Expenditures   Access-Eligible Student Counts

Source: Missouri Department of Higher Education FAMOUS Database

also struggle to support student achievement. A recent academic study reveals that state appropriations for higher education are strongly related to a state's baccalaureate degree production. Specifically, by investing 10 percent more in per capita appropriations, the state can produce 21,000 additional bachelor's degrees by 2025.[x] Unfortunately, a difficult economic climate has caused declining appropriations to higher education in recent years.

The percentage of Missouri public college students who persist from the first year to the next has held relatively steady at around 70 percent since 2003. This statewide persistence rate exceeds the national average, but Missouri still has room for improvement. By promoting student engagement, academic behaviors and affordability, policymakers and college administrators can begin to make headway on college persistence rates. Ultimately, these efforts will pay off handsomely as every student who makes it to a second year is that much more likely to complete.

CONTRIBUTE TO THE ECONOMY

Higher education increases the value of Missouri's human capital. According to the Bureau of Labor Statistics, the 2010 unemployment rate among adults with a bachelor's degree was 5.4 percent, while the average unemployment rate across all education levels was 8.2 percent.[xi] Additionally, research suggests that a bachelor's degree nets about $800,000 more in lifetime earnings compared to those with just a high school diploma.[xii] The typical university graduate also spends more than the average high school graduate, paying roughly 38 percent more in sales taxes.[xiii]

Increasingly, the jobs of the future will demand highly skilled workers with a college education. A recent study estimates that 59 percent of all jobs in Missouri—about 1.8 million jobs in total—will require at least some college by 2018.[xiv] Many of these jobs will be in the fields of healthcare or science, technology, engineering and math (STEM). From 2008 to 2018, more than 114,000 job openings will occur in STEM or healthcare-related fields in Missouri, but if current trends continue, only 80 percent of this demand will be

Total STEM/Health Science Credentials Awarded in Missouri by Academic Year

met. Ironically, during the same time period, Missouri colleges are projected to generate more than 190,000 degrees and certificates in STEM and health areas of study, indicating that many of these graduates will either choose to work in another state or enter unrelated occupations.
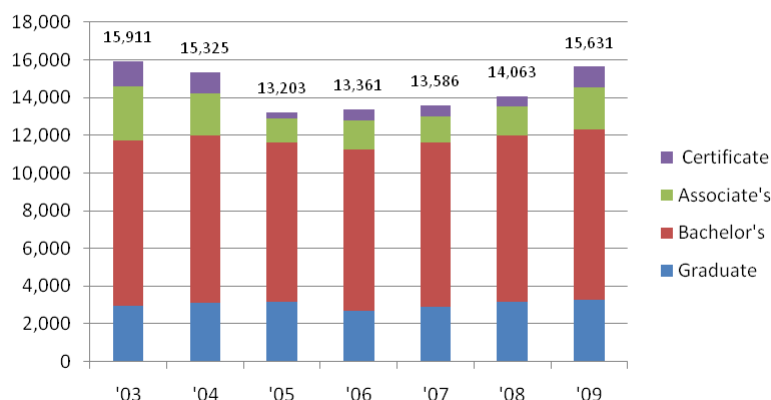
Recent trends point to staggering enrollment growth in our nation's career and technical colleges, and corresponding growth in the production of occupational training certificates. In Missouri, the number of postsecondary certificates awarded annually has increased by about 84 percent over the last ten years. These credentials could be a key component of our economic recovery, giving students a fast-track to valuable work skills. Such programs may also be the best fit for many in our growing population of nontraditional students, who make up more than two-thirds of all enrollments at Missouri's private career and trade schools.

Higher education institutions directly interface with Missouri's workforce by partnering with local businesses to provide on-the-job training. In 2009, more than 47,000 individuals participated in institution-sponsored partnerships with companies like Boeing, 3M and ConAgra, often leading to long-term employment opportunities with the employer. In 2010, the number of participants in these programs declined to just more than 40,000.

INVEST IN THE FUTURE

Higher education is a good investment. Researchers estimate that those with a bachelor's degree pay roughly 2.5 times as much state income tax and 3.3 times as much federal income tax as the average high school graduate.[xv] Overall, state and local fiscal benefits, such as reduced welfare expenditures and higher income taxes, amount to almost 2.4 times what state and local governments in the U.S. spend for every degree earned from public colleges. Conservatively, public funding of higher education has about a 3.1 percent average rate of return to state and local governments. [xvi]

Investments in higher education pay dividends through research and development grants from corporate and federal sources, and resulting products and innovations. Missouri institutions spent more than $729 million on research, a 2 percent increase from the previous fiscal year. Additionally, Missouri
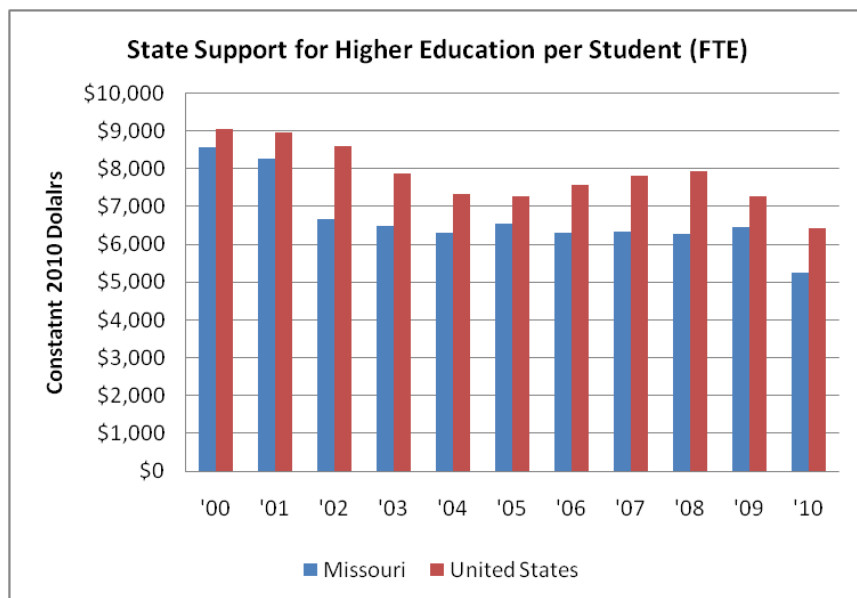
State Support for Higher Education per Student (FTE)

institutions received more than $1.6 billion in external research funding in 2010, up $200 million over 2009. Investments in research help lead to new innovations and the creation of knowledge in virtually every field. By dedicating significant resources to research and development efforts, higher education helps move all levels of the economy forward.

Yet state subsidies for public higher education in Missouri have fallen considerably over the past decade. In 2010 constant dollars, state appropriations have declined by about 38 percent over the last ten years. Additionally, according to Grapevine's tabulations of comparative state fiscal support for higher education, between FY 2006 and FY 2011, Missouri increased state support of higher education by less than one percent, compared to a more than eight percent increase for all states.[xvii] In terms of the change in appropriations per FTE (2010 constant dollars) over the past ten years, Missouri ranks 44th among U.S. states.

In these lean fiscal times, institutions may gain traction in their quest for better funding by pointing to the strides they have made in controlling costs. From 1995 to 2001, Missouri public institutions increased their amount of spending for every credential produced by over $10,000 or 23 percent after adjusting for inflation. However, since then, colleges have become more efficient, reducing educational

Education and Related Expenditures per Postsecondary Award at Missouri Public Colleges and Universities, FY 95 -- 08

Y-axis: Education Expense per Award (2008 constant $)
X-axis: Fiscal Year (1995–2008)

Source: IPEDS
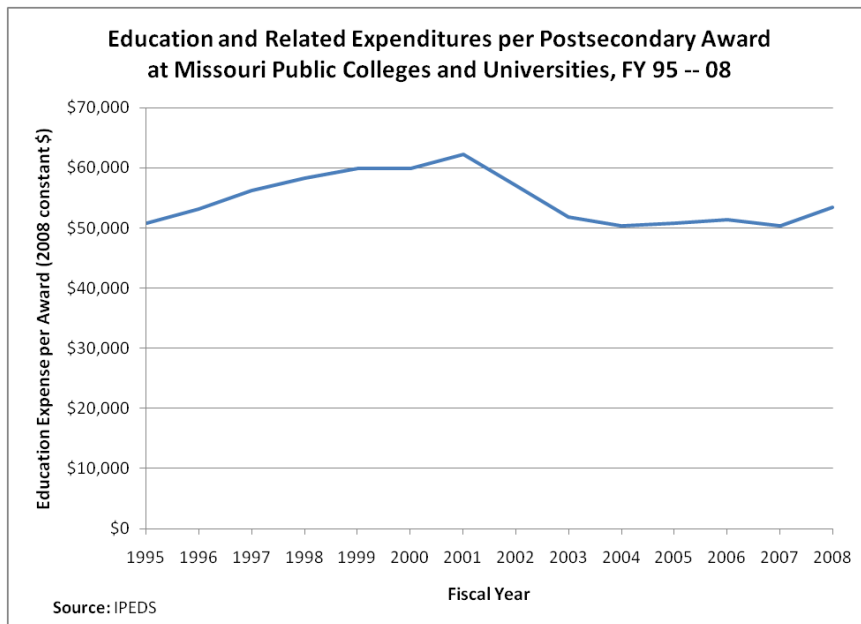
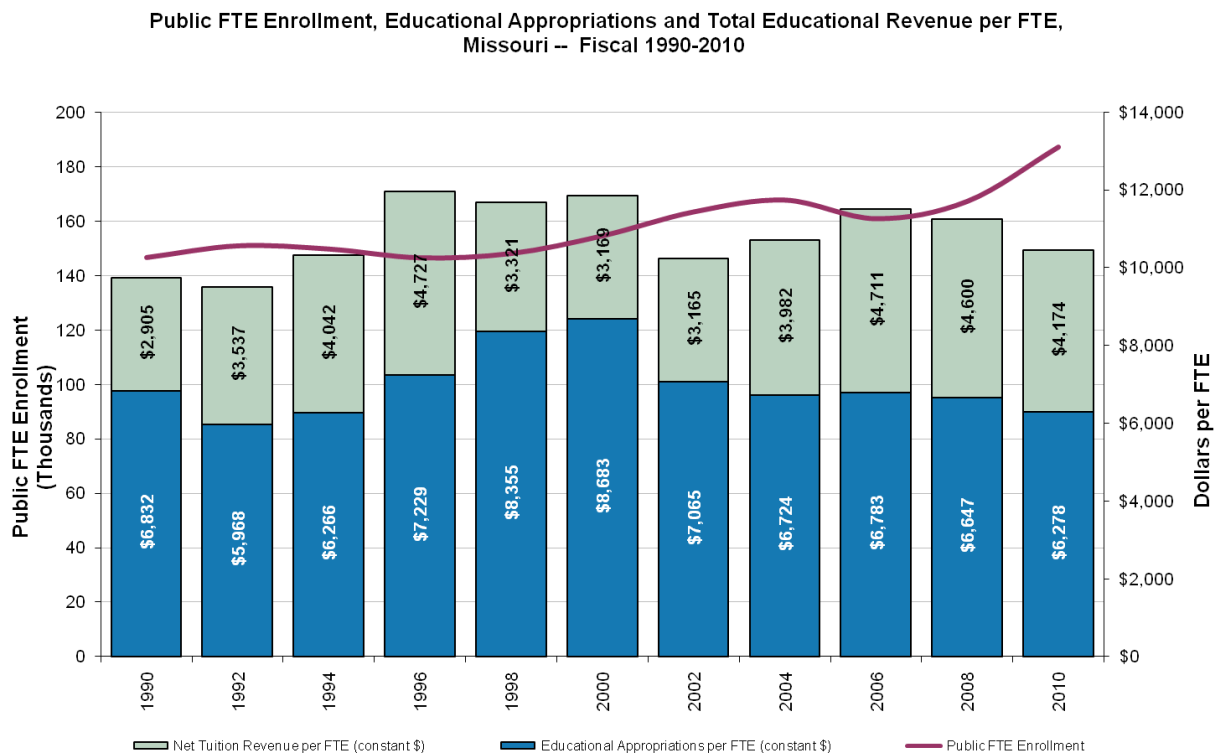expenses for every award conferred to just over $50,000 each ($53,000 in 2008). In fact, since 2003, the average annual increase in spending per credential has been less than one percent. By making an effort to increase efficiency, institutions demonstrate that taxpayer dollars for public higher education are well-spent.

Declining state support of higher education leads to higher tuition rates, adversely affecting affordability and access. From FY 2000 to FY 2010, tuition revenues per FTE at higher education institutions have risen 32 percent, coinciding with an approximate decrease in state support of 38 percent over the last ten years. Although the total education revenue per FTE in 2010 is similar to the amount from 1990, almost $1,300 more dollars per FTE are taken in via tuition revenues. Despite the variability over the past 20 years, it is evident that lower levels of state support necessitate higher levels of tuition revenue, making higher education in Missouri less affordable.

Public FTE Enrollment, Educational Appropriations and Total Educational Revenue per FTE, Missouri -- Fiscal 1990-2010

Year	Net Tuition Revenue per FTE (constant $)	Educational Appropriations per FTE (constant $)
1990	$2,905	$6,832
1992	$3,537	$5,968
1994	$4,042	$6,266
1996	$4,727	$7,229
1998	$3,321	$8,355
2000	$3,169	$8,683
2002	$3,165	$7,065
2004	$3,982	$6,724
2006	$4,711	$6,783
2008	$4,600	$6,647
2010	$4,174	$6,278

Legend: Net Tuition Revenue per FTE (constant $) — Educational Appropriations per FTE (constant $) — Public FTE Enrollment

Note: Constant 2010 dollars adjusted by SHEEO Higher Education Cost Adjustment (HECA). Educational Appropriations include ARRA funds.
Source: SHEEO

Endnotes

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Appendix C

Enrollment at Public Institutions

HISTORICAL TREND IN TOTAL FULL-TIME EQUIVALENT (FTE) ENROLLMENT AT
PUBLIC INSTITUTIONS, FALL 2004-2010

INSTITUTION	FALL 2004	FALL 2005	FALL 2006	FALL 2007	FALL 2008	FALL 2009	FALL 2010
PUBLIC BACCALAUREATE AND HIGHER DEGREE-GRANTING INSTITUTIONS							
Harris-Stowe State University	1,063	1,195	1,390	1,413	1,433	1,498	1,352
Lincoln University	2,370	2,346	2,304	2,288	2,243	2,416	2,471
Missouri Southern State University	4,044	4,197	4,407	4,343	4,183	4,531	4,618
Missouri State University	15,165	15,072	15,379	15,538	15,605	16,228	16,440
Missouri University of Science and Technology	4,590	4,797	4,979	5,320	5,450	5,861	6,159
Missouri Western State University	3,994	4,065	3,999	4,054	4,227	4,462	4,783
Northwest Missouri State University	5,015	5,110	5,052	5,463	5,673	5,857	5,921
Southeast Missouri State University	7,392	7,796	7,837	7,994	8,172	8,367	8,888
Truman State University	5,689	5,653	5,592	5,674	5,653	5,511	5,677
University of Central Missouri	8,125	8,348	8,500	8,610	8,736	8,807	9,049
University of Missouri-Columbia	22,995	23,699	24,175	24,272	25,835	26,787	27,830
University of Missouri-Kansas City	9,604	9,792	9,796	9,831	10,149	10,596	11,042
University of Missouri-St Louis	9,160	9,449	9,466	9,546	9,578	10,030	10,226
Subtotal	98,142	100,323	101,487	102,932	105,503	109,454	113,104
PUBLIC CERTIFICATE AND ASSOCIATE DEGREE-GRANTING INSTITUTIONS							
Crowder College	1,765	1,736	1,866	2,274	2,440	2,833	3,309
East Central College	2,066	2,057	2,136	2,178	2,222	2,696	2,919
Jefferson College	2,837	2,929	3,012	3,311	3,471	4,026	4,290
Linn State Technical College	854	877	888	891	976	1,116	1,133
Metro. CC-Blue River	1,401	1,570	1,616	1,690	1,818	2,066	2,245
Metro. CC-Business & Technology	186	284	316	354	363	409	498
Metro. CC-Longview	3,410	3,425	3,261	3,425	3,637	3,900	4,053
Metro. CC-Maple Woods	2,689	2,630	2,547	2,721	2,702	2,968	3,288
Metro. CC-Penn Valley	2,793	2,693	2,661	2,618	2,519	2,693	2,895
Mineral Area College	1,971	1,991	2,007	2,111	2,125	2,650	2,848
Missouri State University-WeSt Plains	1,072	1,059	968	1,088	1,223	1,588	1,551
Moberly Area Community College	2,395	2,314	2,398	2,624	2,650	3,356	3,725
North Central Missouri College	909	866	988	1,001	1,017	1,208	1,229
Ozarks Technical Community College	5,900	6,185	6,414	6,769	7,221	8,499	9,241
St. Charles Community College	4,315	4,353	4,375	4,514	4,743	5,122	5,387
St. Louis CC-Florissant Valley	3,931	3,744	3,635	3,667	3,807	4,292	4,646
St. Louis CC-ForeSt Park	4,089	4,148	4,329	4,235	4,188	4,882	5,286
St. Louis CC-Meramec	7,311	7,030	6,736	6,301	6,374	7,103	7,465
St. Louis CC-Wildwood	-	-	-	561	762	858	982
State Fair Community College	2,007	1,960	2,006	2,259	2,314	2,972	3,320
Three Rivers Community College	2,203	2,003	2,074	2,287	1,992	2,501	2,694
Subtotal	54,104	53,854	54,233	56,877	58,563	67,738	73,004
PUBLIC INSTITUTION TOTAL	152,246	154,177	155,720	159,809	164,066	177,192	186,108

N/A indicates that data are not available.

-- indicates that the institution was not or is no longer open.

Note: Figures may vary from previous reports due to updates.

SOURCE: DHE02, Supplement to the IPEDS EF and Enhanced Missouri Student Achievement Study

Appendix D

Enrollment at Independent Institutions

HISTORICAL TREND IN TOTAL FULL-TIME EQUIVALENT (FTE) ENROLLMENT AT
INDEPENDENT (NOT-FOR-PROFIT) INSTITUTIONS, FALL 2004-2010

INSTITUTION	FALL 2004	FALL 2005	FALL 2006	FALL 2007	FALL 2008	FALL 2009	FALL 2010
PRIVATE NOT-FOR-PROFIT (INDEPENDENT) BACCALAUREATE AND HIGHER DEGREE-GRANTING INSTITUTIONS							
Avila University	1,341	1,255	1,265	1,336	1,446	1,408	1,418
Central Methodist University-CLAS	-	-	891	1,086	908	1,489	1,738
Central Methodist University-GRES	1,446	1,566	841	931	1,059	1,042	1,167
College of the Ozarks	1,565	-	1,446	1,443	1,453	1,514	1,621
Columbia College	7,318	7,709	8,117	8,368	9,226	10,153	11,269
Culver-Stockton College	851	835	853	821	770	732	759
Drury University	3,457	3,177	3,597	3,635	3,754	4,017	4,174
Evangel University	1,841	1,915	1,794	1,748	1,727	1,783	1,836
Fontbonne University	2,178	2,176	2,283	2,298	2,319	2,177	1,911
Hannibal-Lagrange College	-	970	928	935	923	902	956
Lindenwood University	6,873	7,310	7,903	8,239	8,355	8,768	9,790
Maryville University	2,490	2,433	2,524	2,578	2,323	2,596	2,730
Missouri Baptist University	2,310	2,470	2,487	2,542	2,603	2,762	1,104
Missouri Valley College	1,512	1,500	1,444	1,548	1,533	1,603	1,654
Park University	4,650	4,887	-	4,924	4,669	4,865	4,636
Rockhurst University	1,937	2,174	2,259	2,346	2,347	2,416	2,265
Saint Louis University	8,933	9,302	11,647	11,549	11,565	12,602	13,384
Southwest Baptist University	2,526	2,530	2,632	2,676	2,840	2,963	2,894
Stephens College	590	698	900	915	1,017	1,068	954
Washington University	10,013	10,169	11,553	11,826	11,744	12,282	12,636
Webster University	11,487	11,123	11,129	11,468	11,143	11,292	11,381
Westminster College	843	903	981	980	1,018	1,082	1,162
William Jewell College	1,275	1,290	1,157	1,109	1,094	1,049	1,033
William Woods University	1,596	1,816	1,732	1,705	1,803	1,799	1,692
Subtotal	77,032	78,208	85,347	87,006	87,639	92,364	94,164
PRIVATE NOT-FOR-PROFIT (INDEPENDENT) CERTIFICATE AND ASSOCIATE DEGREE-GRANTING INSTITUTIONS							
Cottey College	287	327	334	348	353	328	328
Wentworth Military Academy	341	236	267	972	1,257	403	429
Subtotal	628	563	601	1,320	1,610	731	757
PRIVATE NOT-FOR-PROFIT (INDEPENDENT) TOTAL	77,660	78,771	85,948	88,326	89,249	93,095	94,921
STATE TOTAL	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!

N/A indicates that data are not available.

* No longer offers postsecondary programs

** Central Methodist University began reporting its College of Liberal Arts and Sciences (CLAS)

and Graduate / Extension divisions separately in FY 2006

-- indicates that the institution was not or is no longer open.

Note: Figures may vary from previous reports due to updates.

SOURCE: DHE02   Updated   8/18/2011

Appendix E

State Student Financial Aid Programs

Missouri Department of Higher Education Student Aid Programs

Student Aid Disbursed FY 2009

Program	Number of Students	Dollar Amounts
A+ Scholarship	10,805	$23,201,250.04
Access Missouri Grant	54,012	56,626.793.99
Bright Flight Scholarship	7,344	10,469,291.75
GEAR UP	41	244,760.00
Kids' Chance Scholarship	9	25,500.00
Marguerite Ross Barnett Memorial Scholarship	160	331,516.70
Minority Teaching Scholarship	28	51,000.00
Minority and Underrepresented Envir. Literacy	8	27,972.00
Public Safety Officer Survivor Grants	17	68,085.05
Vietnam Veteran's Survivor Grants	5	22,960.00
Wartime Veteran's Survivors Grant	1	3,131.92
Totals	**72,430**	**$91,052,261.45**

A+ Scholarship Program (Section 160.545 RSMo) — The scholarship component of this program was transferred from the Department of Elementary and Secondary Education to the MDHE with Executive Order 10-16. The MDHE assumed the scholarship program's administration in FY 2011 while the school improvement piece of the A+ Schools Program remains with DESE. The A+ Scholarship serves graduates of A+ designated high schools who meet certain academic requirements while in high school and attend a participating public community college or vocational/technical school, or certain private two-year vocational/technical schools. Award amounts are based on the student's actual tuition after the Pell Grant, or other federal, non-loan funding, has been applied.

Access Missouri Financial Assistance Program (Section 173.1101-1107, RSMo) — This program provides need-based grants to students with an Expected Family Contribution (EFC) of $12,000 or less, based on the Free Application for Federal Student Aid (FAFSA). Award amounts vary depending on a student's EFC as well as the type of school attended. Access Missouri's statutory minimum and maximum award amounts are $300 to $1,000 for attendance at a public two-year institution; $1,000 to $2,150 for attendance at a public four-year institution or Linn State Technical College; and $2,000 to $4,600 for attendance at an independent postsecondary institution. In Fiscal Year 2011, actual minimum and maximum award amounts were $300 to $470 for public two-year institutions, $1,000 to $1,010 for public 4-year institutions and Linn State Technical College and $2,000 to $2,160 for independent institutions.

Senate Bill 733, passed in 2010, equalizes award amounts at the public four-year institutions, including Linn State Technical College, and the independent institutions beginning with the 2014-2015 academic year. The equalized maximum award will be $2,850 and the equalized minimum award will be $1,500. In addition the legislation increases the maximum award amount at public two-year institutions to $1,300, with the minimum award remaining $300 at these institutions.

Higher Education Academic Scholarship, or "Bright Flight" (Section 173.250, RSMo) — This is a merit-based scholarship for students who achieve a qualifying ACT or SAT score on or before the June test date of their senior year in high school. The qualifying score is determined at the beginning of the student's senior year in high school and is based on the top 3 percent of scores achieved by the Missouri seniors in the preceding graduating class. To be eligible in Fiscal Year 2011, high school seniors had to achieve:

- An ACT score of 31 or better or

- An SAT score of 800 in critical reading AND 790 in math or better.

For Fiscal Year 2011, the maximum award is $1,500 each year, or $750 each semester. Students may receive the scholarship for 10 semesters or until a baccalaureate degree is obtained, whichever occurs first. Senate Bill 389, which was passed during the 2007 legislative session, provided for an expansion of the Bright Flight Program in Fiscal Year 2011. The expansion includes an increase in the maximum annual award amount from $2,000 to $3,000 for students with ACT or SAT scores in the top three percent of scores achieved by the Missouri seniors in the previous graduating class. It also adds students with scores in the top fourth and fifth percentiles to the program with an annual award amount of up to $1,000. Students with an ACT score of 30 or an SAT critical reading score between 770 and 799 and an SAT math score between 780 and 789 were eligible in the top fourth and fifth percentiles for a zero award amount in Fiscal Year 2011.

GEAR UP Scholarships (Statutory reference not applicable) — This scholarship is a component of the state GEAR UP grant. Although the early awareness and outreach component administered by the MDHE ended in September 2007, scholarship funds for students who participated in GEAR UP activities will continue to be administered by MDHE through 2016.

Kids' Chance Scholarship Program (Sections 173.254-173.258, RSMo) — This program, created in 1998, will provide scholarships for the children of workers who were seriously injured or died in a work-related accident or occupational disease covered by workers' compensation and compensable under chapter 287, RSMo. The scholarships are to be funded with the interest generated from the Kids' Chance Scholarship Fund. The original legislation required the Division of Worker's Compensation to deposit $50,000 per year for ten years into the fund, with the last payment scheduled for October 2008. House Bill 2191 (2008) extended the deposits for an additional ten years, with the last deposit scheduled for October 2018 for a total of $1 million principal.

Marguerite Ross Barnett Program (Section 173.262, RSMo) — This scholarship, originally referred to as the Competitiveness Scholarship Program, is for students who are enrolled part time in six to 11 credit hours and who are working at least 20 hours per week. Students must demonstrate financial need to qualify. The scholarship may be renewed annually for 150 semester credit hours or until students earn a baccalaureate degree, whichever occurs first. The maximum award is the lesser of the actual tuition charged at the school in which the student is enrolled part time, or the amount of tuition charged an undergraduate Missouri resident enrolled part time in the same class level and academic major at the University of Missouri-Columbia. The actual tuition charged is based on six credit hours for students enrolled in six, seven or eight credit hours and nine credit hours for students enrolled in nine, ten or eleven credit hours.

MinorityTeaching Scholarship (Section 161.415, RSMo) — This is a loan forgiveness program designed to attract academically talented individuals into the teaching profession in the fields of math and science. Up to 100 students may be awarded $2,000 annually. For students who obtain a teaching certificate and teach math or science full-time in a Missouri public elementary of secondary school for five years, the loan converts to a scholarship. One-fifth of the student's total loans are forgiven for each year of qualifying employment. Spending authority for this program was transferred to the MDHE from the DESE in House Bill 3 during the 2009 legislative session.

Minority and Underrepresented Environmental Literacy Program (Section 173.240. RSMo) — This scholarship program assists academically talented minority and underrepresented individuals pursuing a bachelor's or master's degree in an environmental course of study. Applicants are selected by the Minority and Environmental Literacy Advisory committee based on academic achievement as evidenced by grade point average and standardized test scores, involvement in school and community activities, and leadership characteristics. The committee also determines award amounts based on the amount of funding appropriated to the program and the number of eligible applicants.

Public Safety Officer or Employee's Child Survivor Grant Program (Section 173.260, RSMo) — This is a grant program for public safety officers who were permanently and totally disabled in the line of duty. Children under 24 years of age who are dependents of officers or dependents of Missouri Department of Transportation employees engaged in the construction or maintenance of the state's highways, roads and bridges killed or totally and permanently disabled in the line of duty, as well as the spouses of officers killed or totally and permanently disabled in the line of duty, are also eligible. The maximum grant amount is the lesser of the actual tuition charged at the school in which the student is enrolled full time, or the amount of tuition charged an undergraduate Missouri resident enrolled full time in the same class level and academic major at the University of Missouri-Columbia. The grant may be renewed annually until the student obtains a baccalaureate degree or, in the case of a dependent child, until the student is 24 years of age, whichever occurs first.

Vietnam Veterans Survivor Grant Program (Section 173.236, RSMo) — This is a grant program for children and spouses of Vietnam veterans whose deaths were attributed to, or caused by, exposure to toxic chemicals during the Vietnam conflict. The maximum grant amount is the lesser of the actual tuition charged by the school in which the student is enrolled full time or the average amount of tuition charged an undergraduate Missouri resident enrolled full time in the same class level and academic major at the regional public four-year Missouri institutions. The grant may be renewed annually until the student obtains a baccalaureate degree, has completed 150 semester credit hours, or has received the grant for a total of 10 semesters. Eligibility ends at age 25 for children and at the fifth anniversary of the veteran's death for spouses, regardless of whether the other renewal thresholds have been met.

Wartime Veteran's Survivors Grant Program (Section 173.234, RSMo) — This program was designed to provide up to 25 grants for tuition assistance, room and board, and books for students who are survivors of war veterans whose deaths were a result of combat action or were attributable to an illness contracted while serving in combat, or who became at least 80 percent disabled as a result of injuries sustained in combat action. The War Veteran's Survivors Grant program became effective August 28, 2008. The first award was made in 2011, the first year for which funds were appropriated for this program.
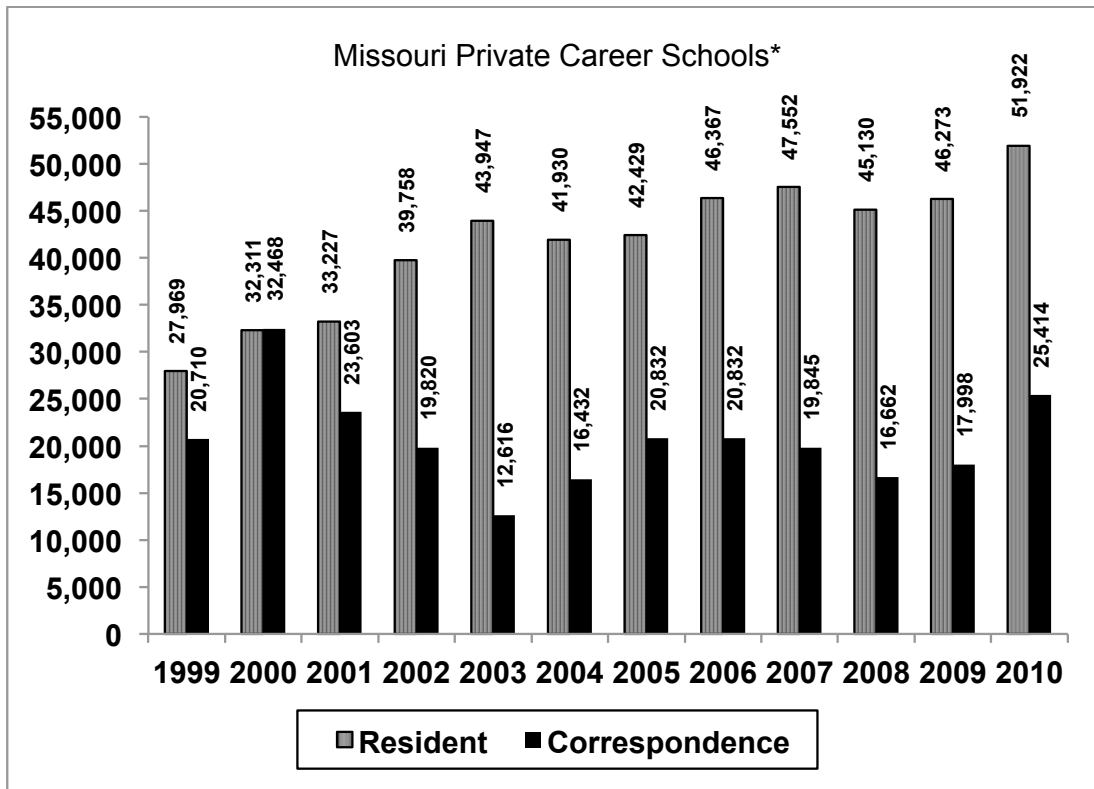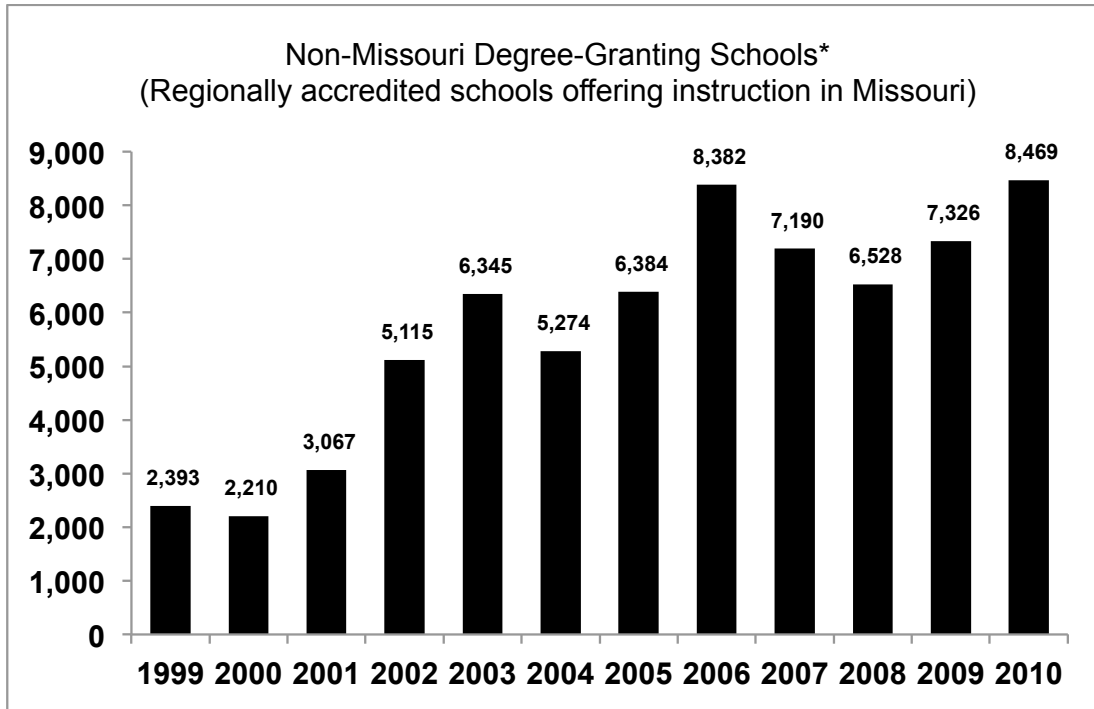
Appendix F

Proprietary School Enrollment

Proprietary School Enrollment

Non-Missouri Degree-Granting Schools*
(Regionally accredited schools offering instruction in Missouri)

Year	Enrollment
1999	2,393
2000	2,210
2001	3,067
2002	5,115
2003	6,345
2004	5,274
2005	6,384
2006	8,382
2007	7,190
2008	6,528
2009	7,326
2010	8,469

Missouri Private Career Schools*

Year	Resident	Correspondence
1999	27,969	20,710
2000	32,311	32,468
2001	33,227	23,603
2002	39,758	19,820
2003	43,947	12,616
2004	41,930	16,432
2005	42,429	20,832
2006	46,367	20,832
2007	47,552	19,845
2008	45,130	16,662
2009	46,273	17,998
2010	51,922	25,414

■ Resident   ■ Correspondence

Appendix G

College Access Challenge Grant Recipients

College Access Challenge Grant Recipients

In June, the Missouri Department of Higher Education (MDHE) awarded over $900,000 to eleven organizations for programs that help low-income students attend college. This was the second year of the federal College Access Challenge Grant (CACG). The CACG program is a formula grant program that was created as part of the College Cost Reduction and Access Act of 2007 (CFDA 84.378A). The purpose of the CACG is to foster partnerships among federal, state, and local governments and philanthropic organizations through matching challenge grants that are aimed at increasing the number of low-income students who are prepared to enter and succeed in postsecondary education.

The second year grant recipients are:

College Bound was awarded $100,000 and will provide a cash match of $50,000. College Bound is a data-driven high school-to-college transition and postsecondary retention program that assists low-income, first -generation students persist in college toward degree completion. College Bound provides a rigorous seven-year action plan that is comprised of three programs that focus on early awareness, college admission and college retention.

College Summit was awarded $100,000 and will provide an in-kind match of $50,000. College Summit partners with 14 high schools in the St. Louis metropolitan area. In each partner school, College Summit builds a college-going culture by training teachers to "manage" every senior's individual path by utilizing College Summit's Navigator curriculum and online Resource Center. College Summit uses the Navigator software to measure, manage, and report progress so principals, school district leadership and high school educators can recognize challenges early on and take proactive measures to ensure optimal student outcomes.

De La Salle Middle School was awarded $96,232.27 and will provide an in-kind match of $83,536.54.
De La Salle Middle School Graduate Support Program begins in middle school, creating a college-bound culture for its students and their families. Students participate in college exposure trips, college/career readiness and goal setting classes, financial aid application awareness, annual College Day, savings account program and financial literacy classes.

Infinite Scholars Program was awarded $59,700 and will provide an in-kind match of $62,572.50. The Infinite Scholars Program targets disadvantaged students in the St. Louis, Kansas City, and Park Hills regions. Infinite Scholars provides comprehensive early college access, financial aid workshops, Scholarship Fairs, mentoring and career opportunity awareness activities to students and their families.

Missouri State University - West Plains (MSU-WP) was awarded $99,941 and will provide an in-kind match of $50,216. MSU-WP has developed a program entitled Project Threshold to address CACG needs in the MSU-WP service region. The project consists of eleven components that address career awareness, FAFSA completion, mentorship, ACT preparation, financial literacy, debt avoidance and college retention.

Northside Community Center (NCC) was awarded $76,406 and will provide a cash match of $42,940. NCC serves college bound students beginning their freshmen year through the second year of college enrollment. The program provides three four-week SAT, ACT and FAFSA completion workshops and partners with The Center for the Study of Regional Competitiveness in Science and Technology and the Department of Education at Washington University in St. Louis.

The Scholarship Foundation of St. Louis was awarded $100,000 and will provide an in-kind match of $50,000. The Scholarship Foundation of St. Louis conducts a variety of programs that assist students in 12 high schools in the City of St. Louis and inner ring suburbs. Scholarship Foundation Student Advocates are trained to advise high school students and families on the complex financial aid process, provide intensive instruction in FAFSA completion, college retention, financial literacy and debt management and avoidance.

Southeast Missouri State University (SEMO) was awarded $100,000 to develop sustainable, targeted college planning and financial literacy training for K-12 students and families in the Cape Girardeau Public School District. SEMO will provide an in-kind match of $50,000. SEMO is partnering with Cape Girardeau Public Schools to assist in the reduction of the dropout rate and increasing the college attendance rate of low-income students.

St. Louis Internship Program (SLIP) was awarded $41,981 and will provide a combined in-kind and cash match of $28,506. SLIP provides eight-week paid summer internships in professional settings combined with a guided application process, work readiness training, and year-round educational and college access planning activities. SLIP interns receive ACT prep from the Princeton Review and college field experiences.

The University of Missouri was awarded $100,000 to support and sustain the Missouri College Advising Corps (MCAC) and will provide an in-kind match of $50,000. MCAC guides are trained to advise high school seniors and their parents/families on how to prepare for college admission and entrance exams, choose a college that matches their interests, finance a college education, and complete admission and financial aid applications.

Wyman Center was awarded $100,000 and will provide a cash match of $50,000. Wyman Center works within its existing program structure to provide financial literacy, advising high school seniors and their parents/families on how to prepare for college admission and entrance exams, career awareness, college immersion, outreach, and FAFSA completion workshops.

Appendix H

Academic Program Actions

All Academic Program Actions
Summary Organized by Type of Program Action

I. Programs Discontinued (Total Category Count =124)

Certificates (Count = 44)

1. C0, Advanced Health Care Technician (non-credit)(06-11) **Three Rivers Community College**
2. C0, Computer Support Technician (12-10) **Metropolitan Community College –Maple Woods**
3. C0, Digital Media: Animation (06-11) **St. Louis Community College-Florissant Valley**
4. C0, Digital Media: Fine Arts (09-10) **St. Louis Community College-Meramec**
5. C0, Digital Media: Graphic Design (09-10) **St. Louis Community College-Meramec**
6. C0, Digital Media: Photography (09-10) **St. Louis Community College-Meramec**
7. C0, Digital Media: World Wide Web (09-10) **St. Louis Community College-Meramec**
8. C0, Equine Management (02-11) **North Central Missouri College**
9. C0, Foreign Language Interpreting (12-10) **Metropolitan Community College – Blue River, Longview, Penn Valley**
10. C0, Gerontology (06-11) **St. Louis Community College-Forest Park**
11. C0, Human Services Disabilities (06-11) **St. Louis Community College-Forest Park**
12. C0, Interactive Digital Media I (12-10) **Metropolitan Community College – Blue River, Business & Technology, Longview, Maple Woods, Penn Valley**
13. C0, Manufacturing Skill Standard Council- **Production Technician (02-11) North Central Missouri College**
14. C0, Networking (12-10) **Metropolitan Community College – Blue River, Business & Technology, Longview, Maple Woods, Penn Valley**
15. C0, Telecommunication Technician I (12-10) **Metropolitan Community College –Business & Technology**
16. C0, Unit Secretary (02-11) **Jefferson Colleg**e
17. C0, Voice/Data Communications Analyst (06-11) **St. Louis Community College-Forest Park and Meramec**
18. C0, Welding Job Ready (02-11) **Metropolitan Community College-Business and Technology**
19. C1, Administrative Support Assistant (12-11) **Metropolitan Community College –Business & Technology**
20. C1, Civil/Construction Technology (02-11) **Jefferson College**
21. C1, Computer Information Systems (02-11) **Jefferson College**
22. C1, Computer Support Technology I (12-10) **Metropolitan Community College – Blue River, Business & Technology, Longview, Maple Woods, Penn Valley**
23. C1, Computer Support Technology II (12-10) **Metropolitan Community College – Blue River, Business & Technology, Longview, Maple Woods, Penn Valley**
24. C1, Correctional Services (12-10) **Metropolitan Community College –Longview**

25. C1, Database Programming (ACCESS) (12-10) **Metropolitan Community College – Blue River, Business & Technology, Longview, Maple Woods, Penn Valley**
26. C1, Early Childhood Development (06-11) **Three Rivers Community College**
27. C1, E-Business Management and Commerce (02-11) **North Central Missouri College**
28. C1, Electronic Computer Repair Technology (09-10) **Ozarks Technical Community College**
29. C1, Electronics Technology (04-11) **Crowder College**
30. C1, Industrial Electronics Technology (04-11) **Ozarks Technical Community College**
31. C1, Industrial Management (04-11) **State Fair Community College**
32. C1, Interactive Digital Media II (12-10) **Metropolitan Community College – Blue River, Business & Technology, Longview, Maple Woods, Penn Valley**
33. C1, Programming (12-10) **Metropolitan Community College – Blue River, Business & Technology, Longview, Maple Woods, Penn Valley**
34. C1, Telecommunications Technician II (12-10) **Metropolitan Community College –Business & Technology**
35. C1, Welding TIG/MIG Job Ready Certificate (02-11) **Metropolitan Community College-Business and Technology**
36. C2, Administrative Assistant, General (12-10) **Southeast Missouri State University**
37. C2, Design Drafting (02-11) **Southeast Missouri State University**
38. C2, Electronics (02-11) **Southeast Missouri State University**
39. C2, Graphic Technology (02-11) **Southeast Missouri State University**
40. C2, Hazardous Materials Technology (02-11) **Crowder College**
41. C2, Police Training Institute (02-11) **Jefferson College**
42. C2, Water & Wastewater Technology (02-11) **Crowder College**
43. GRCT, Maternal Child Clinical Nurse Specialist (12-10) **University of Missouri-Columbia**
44. GRCT, Technology Management (12-10) **Missouri State University**

Associates (Count = 21)

1. AAS, Administrative Office Management (02-11) **Lincoln University**
2. AAS, Agri-Business Technology (02-11) **Crowder College**
3. AAS, Associate of Applied Science (delivered at the Richwood Valley Campus) (09-10) **Ozarks Technical Community College**
4. AAS, Civil/Construction Technology (02-11) **Jefferson College**
5. AAS, E-Business Management and Commerce (02-11) **North Central Missouri College**
6. AAS, Electronic Computer Repair Technology (09-10) **Ozarks Technical Community College**
7. AAS, Electronics Engineering Technology (02-11) **St. Charles Community College**
8. AAS, Environmental Science (02-11) **St. Charles Community College**
9. AAS, Fire Science Technology (04-11) **State Fair Community College**
10. AAS, Industrial Electronics Technology (04-11) **Ozarks Technical Community College**

11. AAS, Industrial Maintenance Technology (02-11) **St. Charles Community College**
12. AAS, Manufacturing Skill Standard Council- Production Technician (02-11) **North Central Missouri College**
13. AAS, Manufacturing Technology (09-10) **St. Louis Community College-Forest Park & Meramec**
14. AAS, Massage Therapy (1+1 program) (02-11) **St. Charles Community College**
15. AAS, Medical Transcription (02-11) **St. Charles Community College**
16. AAS, Occupational Education (Collab. CMSU, SEMU) (02-11) **Linn State Technical College**
17. AAS, Occupational Education (collab. CMSU, SEMU) (04-11) **State Fair Community College**
18. AAS, Poultry Science (02-11) **Crowder College**
19. AAS, Technical Illustration (09-10) **St. Louis Community College-Meramec**
20. AAS, Technical Teacher Education (02-11) **North Central Missouri College**
21. AAS, Telecommunications Technology (12-10) **Metropolitan Community College –Business & Technology**

Baccalaureate (Count = 44)

1. BA, Anthropology (06-11) **Southeast Missouri State University**
2. BA, Biology (02-11) **University of Central Missouri**
3. BA, Earth Science (04-11) **University of Central Missouri**
4. BA, Economics (02-11) **Lincoln University**
5. BA, Economics (06-11) **University of Central Missouri**
6. BA, French (06-11) **Southeast Missouri State University**
7. BA, French (04-11) **University of Central Missouri**
8. BA, Geography (04-11) **University of Central Missouri**
9. BA, German (06-11) **Southeast Missouri State University**
10. BA, Global Studies (06-11) **Southeast Missouri State University**
11. BA, Humanities (04-11) **Northwest Missouri State University**
12. BA, Liberal Studies (04-11) **University of Central Missouri**
13. BA, Mathematics (06-11) **Southeast Missouri State University**
14. BA, Physics (04-11) **University of Central Missouri**
15. BA, Spanish (06-11) **Southeast Missouri State University**
16. BA, Speech Communication (04-11) **University of Central Missouri**
17. BS, Agricultural Technology (04-11) **University of Central Missouri**
18. BS, Applied Science in Technology (02-11) **Lincoln University**
19. BS, Conservation Enforcement (02-11) **University of Central Missouri**
20. BS, Criminal Justice (delivered at the Ford Kansas City Assembly Plant) (02-11) **University of Central Missouri**
21. BS, Economics (02-11) **Lincoln University**

22. BS, Emerging Technologies Management (Comprehensive) (12-11) **Missouri State University**
23. BS, French (02-11) **University of Central Missouri**
24. BS, General Recreation (04-11) **University of Central Missouri**
25. BS, Geography (04-11) **University of Central Missouri**
26. BS, Geology (04-11) **University of Central Missouri**
27. BS, Graphic Design (04-11) **Missouri Western State University**
28. BS, Industrial Technology (delivered off-site at Assoc. General Contractors Construction, Business & Technology Center, and Ford Kansas City Assembly Plant) (12-10) **University of Central Missouri**
29. BS, Journalism (04-11) **Missouri Western State University**
30. BS, Liberal Studies (04-11) **University of Central Missouri**
31. BS, Nursing (delivered off-site at State Fair Community College) (12-10) **University of Central Missouri**
32. BS, Pharmaceutical Sciences (04-11) **University of Missouri – Kansas City**
33. BS, Physics (04-11) **University of Central Missouri**
34. BS, Safety Management (delivered off-site at St. Louis Community College-Forest) (12-10) **University of Central Missouri**
35. BS, Spanish (04-11) **University of Central Missouri**
36. BS, Speech Communication (04-11) **University of Central Missouri**
37. BS, Tourism (04-11) **University of Central Missouri**
38. BSBA, Administrative Systems Management (12-10) **Southeast Missouri State University**
39. BSE, French (04-11) **University of Central Missouri**
40. BSE, Spanish (04-11) **University of Central Missouri**
41. BSED, Family and Consumer Sciences (02-11) **Northwest Missouri State University**
42. BSED, Music (9-12) (02-11) **Northwest Missouri State University**
43. BSED, Secondary Education (K-12) (02-11) **Northwest Missouri State University**
44. BM, Music Education (04-11) **University of Missouri-St. Louis**

Graduate (Count = 15)

1. EDSP, Curriculum and Instruction (04-11) **University of Central Missouri**
2. MA, Social Science (02-11) **Lincoln University**
3. MED, Elementary & Secondary School Teaching (02-11) **Lincoln University**
4. MME, Music Education (09-10) **Southeast Missouri State University**
5. MPT, Physical Therapy (12-10) **Missouri State University**
6. MS, Aviation Safety (delivered off-site at the Aviation Center, Downtown Airport, Metro Community College-Maple Woods, TWA Flight Training Center, and the National Guard Armory) (12-10) **University of Central Missouri**
7. MS, Criminal Justice (delivered off-site at the Law Enforcement Academy and Ford Kansas City Assembly Plan) (12-10) **University of Central Missouri**

8. MS, Engineering Mgmt (offered by UMR) (2-11) **Missouri State University**
9. MS, Industrial Hygiene (delivered off-site at Forest Park Community College) (12-10) **University of Central Missouri**
10. MS, Industrial Management (delivered off-site at the Business & Technology Center) (12-10) **University of Central Missouri**
11. MS, Industrial Safety Management (delivered off-site at Metro Community College-Penn Valley and Forest Park Community College) (12-10) **University of Central Missouri**
12. MS, Quality (4-11) **Northwest Missouri State University**
13. MS, Occupational Safety Management (delivered off-site at St. Louis Community College-Forest) (12-10) **University of Central Missouri**
14. MS, Pharmaceutical Science (4-11) **University of Missouri-Kansas City**
15. MS, Security (delivered off-site at St. Louis Community College-Forest and Forest Park Community College) (12-10) **University of Central Missouri**

II. Programs Placed on Inactive Status (Total Category Count = 43)

Certificates (Count = 22)

1. C0, I.V. Therapy (02-11) **Mineral Area College**
2. C0, Medication Technician (02-11) **Mineral Area College**
3. C0, Viticulture (02-11) **Mineral Area College**
4. C1, Accounting Clerk (09-10) **East Central Community College**
5. C1, Construction Technology (02-11) **North Central Missouri College**
6. C1, Culinary Arts (delivered at the main campus and off-site at the Cape Girardeau Career/Tech Center and Unitec Career Center) (02-11) **Mineral Area College**
7. C1, Equine Management (02-11) **North Central Missouri College**
8. C1, Floral Design/Flower Shop Management (02-11) **Mineral Area College**
9. C1, Food and Beverage Management (09-10) **East Central Community College**
10. C1, Industrial Engineering Machining (Delivered off-site at Rolla Technical Institute) (09-10) **East Central Community College**
11. C1, Industrial Management (09-10) **East Central Community College**
12. C1, Information Technologies (02-11) **North Central Missouri College**
13. C1, Legal Assistant (Paralegal) (09-10) **East Central Community College**
14. C1, Lodging Management (09-10) **East Central Community College**
15. C1, Marketing (09-10) **East Central Community College**
16. C1, Marketing Distribution Business Management (02-11) **Mineral Area College**
17. C1, Network Technician (09-10) **East Central Community College**
18. C1, Nursing Home Administration (02-11) **Mineral Area College**
19. C1, Preparatory Legal Assistant (09-10) **East Central Community College**
20. C1, Quality Assurance Technology (12-10) **Metropolitan Community College-Business and Technology**
21. C1, Travel and Tourism (09-10) **East Central Community College**
22. C2, Industrial Engineering Machining (Delivered off-site at Rolla Technical Institute) (09-10) **East Central Community College**

Associates (Count = 13)

1. AAS, Automotive Technology (12-10) **Metropolitan Community College –Longview**
2. AAS, Construction Technology (02-11) **North Central Missouri College**
3. AAS, Culinary Arts (delivered at the main campus and off-site at the Cape Girardeau Career/Tech Center and Unitec Career Center) (02-11) **Mineral Area College**
4. AAS, Electronics (09-10) **East Central Community College**
5. AAS, Horticulture and Nursery Management (Delivered off-site at Rolla Technical Institute) (09-10)

East Central Community College

6.   AAS, Information Technologies (02-11) **North Central Missouri College**
7.   AAS, Marketing Distribution Business Management (02-11) **Mineral Area College**
8.   AAS, Medical Information Technology (09-10) **East Central Community College**
9.   AAS, Mold Making Technology (09-10) **East Central Community College**
10. AAS, Nursing Home Administration (02-11) **Mineral Area College**
11. AAS, Occupational Education (Collab. CMSU, SEMS) (02-11) **Mineral Area College**
12. AAS, Paraprofessional Educator (12-10) **Metropolitan Community College – Blue River, Longview, Maple Woods, Penn Valley**
13. AAS, Quality Assurance Technology (02-11) **Metropolitan Community College-Business and Technology**

Bachelors (Count = 3)

1.   BA, American Studies (04-11) **University of Missouri-Kansas City**
2.   BA, Art (04-11) **University of Missouri-Kansas City**
3.   BS, Medical Technology (04-11) **University of Missouri-Kansas City**

Graduate (Count =5)

1.   GRCT, Pediatric Dentistry (09-10) **University of Missouri-Kansas City**
2.   GRCT, Oral and Maxillofacial Radiology (09-10) **University of Missouri-Kansas City**
3.   MS, Chemical Engineering (04-11) **University of Missouri-Kansas City**
4.   MS, Industrial Engineering (04-11) **University of Missouri-Kansas City**
5.   MS, Nuclear Engineering (04-11) **University of Missouri-Kansas City**

III. Approved Changes in Academic Programs (Total Category Count = 183)

Certificates (Count = 80)

1. C0, Advanced Vehicle Systems (04-11) **University of Central Missouri**
2. C0, Applied Behavior Analysis-Autism (09-10) **Crowder College**
3. C0, Business Calculations (06-11) **Moberly Area Community College**
4. C0, Certified Nurse Assistant (02-11) **Jefferson College**
5. C0, Customer Service Representative (06-11) **Moberly Area Community College**
6. C0, Emergency Medical Technician (delivered at the main campus and at the Webb City and Nevada sites) (09-10) **Crowder College**
7. C0, Digital Media: Animation (02-11) **St. Louis Community College-Florissant Valley**
8. C0, Digital Media: Digital Photography (09-10) **St. Louis Community College-Florissant Valley**
9. C0, Digital Media: Digital Photography (09-10) **St. Louis Community College-Meramec**
10. C0, Digital Media: Interactive Design (09-10) **St. Louis Community College-Meramec**
11. C0, Digital Media: Page Layout/Graphic Design (09-10) **St. Louis Community College-Meramec**
12. C0, Digital Media: Video Art (09-10) **St. Louis Community College-Florissant Valley**
13. C0, Digital Media: Video Art (09-10) **St. Louis Community College-Meramec**
14. C0, Drafting Design Technology (06-11) **Moberly Area Community College**
15. C0, Electric Power Generation Technology (04-11) **Linn State Technical College**
16. C0, Emergency Medical Technician (EMT)-Basic (06-11) **Moberly Area Community College**
17. C0, Entrepreneurship (06-11) **Moberly Area Community College**
18. C0, General Education (for delivery at the Boonville Correctional Center in Boonville, Missouri) (02-11) **State Fair Community College**
19. C0, Geographic Information Systems (02-11) **Three Rivers Community College**
20. C0, Early Childhood Development (06-11) **Three Rivers Community College**
21. C0, Management (06-11) **Moberly Area Community College**
22. C0, Marketing (06-11) **Moberly Area Community College**
23. C0, Medical Billing and Coding (delivered at the main campus and off-site in Kennett, Malden and Sikeston, Missouri) (02-11) **Three Rivers Community College**
24. C0, MIG Job Ready (02-11) **Metropolitan Community College-Business and Technology**
25. C0, MIG/TIG Job Ready (02-11) **Metropolitan Community College-Business and Technology**
26. C0, Networking (06-11) **Moberly Area Community College**
27. C0, Nurse Aide (06-11) **State Fair Community College**
28. C0, Pharmacy Technician (06-11) **State Fair Community College**
29. C0, Phlebotomy (06-11) **Moberly Area Community College**
30. C0, Programming (06-11) **Moberly Area Community College**
31. C0, Skilled Trades Industrial Occupations Technology (09-10) **St. Louis Community College-**

Florissant Valley

32. C0, Sustainable Agriculture (12-10) **State Fair Community College**
33. C1, Business Systems Specialist (04-11) **Linn State Technical College**
34. C1, CCNA and Technology (12-10) **Metropolitan Community College –Business & Technology**
35. C1, Health and Safety Management (12-10) **Metropolitan Community College –Business & Technology**
36. C1, Human Services (06-11) **St. Louis Community College-Florissant Valley**
37. C1, Industrial Maintenance Technology (02-11) **Ozarks Technical Community College**
38. C1, Landscape Design (02-11) **St. Louis Community College-Meramec**
39. C1, Machine Tool Specialist (02-11) **Ozarks Technical Community College**
40. C1, Manufacturing Specialist (02-11) **Ozarks Technical Community College**
41. C1, in Merchandising Entrepreneurship (02-11) **Metropolitan Community College-Penn Valley**
42. C1, Nurse Aide (06-11) **State Fair Community College**
43. C1, Pharmacy Technician (06-11) **State Fair Community College**
44. C1, in Product Development and Design (02-11) **Metropolitan Community College-Penn Valley**
45. C1, Software Development (12-10) **Metropolitan Community College – Blue River, Longview, Maple Woods, Penn Valley**
46. C1, Strategic Communication for Leaders (04-11) **University of Central Missouri**
47. C1, Systems Administrations & Engineering (12-10) **Metropolitan Community College – Blue River, Longview, Maple Woods, Penn Valley**
48. C1, Turfgrass Management (02-11) **Linn State Technical College**
49. C1, Web Technologies (12-10) **Metropolitan Community College – Blue River, Longview, Maple Woods, Penn Valley**
50. C2, Business Technology Certificate (02-11) **Northwest Missouri State University**
51. C2, Computer Integrated Manufacturing (09-10) **Crowder College**
52. GRCT, ADA Programming (09-10) **Truman State University**
53. GRCT, Analysis of Institutions and Organizations (06-10) **University of Missouri-Columbia**
54. GRCT, Bioethics (06-10) **University of Missouri-Kansas City**
55. GRCT, Computer Security (09-10) **Truman State University**
56. GRCT, Dietetic Internship (12-10) **Missouri State University**
57. GRCT, ELL/ESOL Certification (02-11) **Northwest Missouri State University**
58. GRCT, Energy Conversion and Transport (06-11) **Missouri University of Science and Technology**
59. GRCT, eTeaching (06-11) **Northwest Missouri State University**
60. GRCT, Forensic Accounting (12-10) **Missouri State University**
61. GRCT, Forensic Child Psychology (12-10) **Missouri State University**
62. GRCT, Geriatric Care Management (06-11) **University of Missouri-Columbia**
63. GRCT, Gerontological Social Work (06-11) **University of Missouri-Columbia**
64. GRCT, Health Professions Curriculum and Evaluation (12-10) **University of Missouri-Kansas City**

65. GRCT, History for Teachers (12-10) **Missouri State University**
66. GRCT, Instructional Technology (02-11) **Northwest Missouri State University**
67. GRCT, Instructional Technology (06-11) **Lincoln University**
68. GRCT, Lean Six-Sigma (9-10) **University of Central Missouri**
69. GRCT, Lifespan Development (06-11) **University of Missouri-Columbia**
70. GRCT, Management for Sustainable Business (09-10) **Missouri University of Science and Technology**
71. GRCT, Military Social Work (09-10) **University of Missouri-Columbia**
72. GRCT, Network Security (09-10) **University of Central Missouri**
73. GRCT, Neuroscience (06-11) **University of Missouri-Columbia**
74. GRCT, Reading Intervention (06-10) **University of Missouri-Kansas City**
75. GRCT, Safety Engineering (Interdivisional) (09-10) **Missouri University of Science and Technology**
76. GRCT, Science Outreach (02-11) **University of Missouri-Columbia**
77. GRCT, Screen Writing for Television and Film (12-10) **Missouri State University**
78. GRCT, Sustainability and Environmental Studies (09-10) **Truman State University**
79. GRCT, Systems and Software Architecture (04-11) **Missouri University of Science and Technology**
80. GRCT, Teaching High School Physics (09-10) **Missouri University of Science and Technology**

Associates (Count = 31)

1. AA, Associate of Arts (Delivered off-site at the Waynesville Education Center) (09-10) **Ozarks Technical Community College**
2. AAS, Agriculture (12-10) **State Fair Community College**
3. AAS, Apparel and Textiles (02-11) **Metropolitan Community College-Penn Valley**
4. AAS, Automotive Technology (04-11) **Linn State Technical College**
5. AAS, Automotive Technology (06-11) **Metropolitan Community College-Longview**
6. AAS, Business (12-10) **Metropolitan Community College –Business & Technology**
7. AAS, Business Accounting (for delivery at the main campus and Columbia Higher Education Center) (06-11) **Moberly Area Community College**
8. AAS, Business and Office Technology (for delivery at the main campus and Columbia Higher Education Center) (06-11) **Moberly Area Community College**
9. AAS, Business Systems Specialist (04-11) **Linn State Technical College**
10. AAS, Commercial Turf and Grounds Management (02-11) **Linn State Technical College**
11. AAS, Computer Information Technology (for delivery at the main campus, Advanced Technology Center, Columbia Higher Education Center, Hannibal Higher Education Center, Jim Sears North East Technical Center, and Kirksville Higher Education Center) (06-11) **Moberly Area Community College**

12. AAS, Computer Integrated Manufacturing (09-10) **Jefferson College**
13. AAS, Computer Science and Information Systems (12-10) **Metropolitan Community College – Blue River, Longview, Maple Woods, Penn Valley**
14. AAS, Computer Science and Information Systems (12-10) **Metropolitan Community College – Business & Technology**
15. AAS, Drafting and Design Technology (06-11) **Moberly Area Community College**
16. AAS, Early Childhood Development (06-11) **Three Rivers Community College**
17. AAS, Electric Power Generation Technology (04-11) **Linn State Technical College**
18. AAS, Engineering Technology (12-10) **Metropolitan Community College –Business & Technology**
19. AAS, Environmental Health and Safety (12-10) **Metropolitan Community College –Business & Technology**
20. AAS, Healthcare Specialist (06-11) **State Fair Community College**
21. AAS, Horticulture (02-11) **St. Louis Community College-Meramec**
22. AAS, Human Services (06-11) **St. Louis Community College-Florissant Valley**
23. AAS, Industrial Maintenance Technology (02-11) **Ozarks Technical Community College**
24. AAS, Information Systems Technology (delivered at the main campus and off-site in Kennett, Malden and Sikeston, Missouri) (02-11) **Three Rivers Community College**
25. AAS, Machine Tool Technology (02-11) **Ozarks Technical Community College**
26. AAS, Marketing/Management (06-11) **Moberly Area Community College**
27. AAS, Medical Laboratory Technology (for delivery at the Advanced Technology Center) (06-11) **Moberly Area Community College**
28. AAS, Office Administration (02-11) **Crowder College**
29. AAS, Skilled Trades Industrial Apprenticeship (02-11) **St. Louis Community College-Florissant Valley**
30. AS, Drafting & Design Engineering Technology (09-10) **Missouri Southern State University**
31. AS, Manufacturing Engineering Technology (09-10) **Missouri Southern State University**

Baccalaureate (Count =44)

1. BA, Chemistry (09-10) **Southeast Missouri State University**
2. BA, Mass Media (12-10) **Missouri State University**
3. BA, Music (02-11) **Missouri Western State University**
4. BA, Studio Art (09-10) **University of Missouri-Kansas City**
5. BHS, Occupational Therapy (04-11) **University of Missouri-Columbia**
6. BM, Music (02-11) **Missouri State University**
7. BM, Music (04-11) **University of Missouri-St. Louis**
8. BM, Performance (04-11) **University of Missouri-Kansas City**
9. BME, Music (02-11) **Missouri Western State University**

10. BMUS, Music (12-10) **Missouri State University**
11. BS, Actuarial Science and Statistics (04-11) **University of Central Missouri**
12. BS, Automotive Technology Management (04-11) **University of Central Missouri**
13. BS, Biology (12-10) **Missouri State University**
14. BS, Biology (04-11) **Missouri Western State University**
15. BS, Biology (02-11) **Southeast Missouri State University**
16. BS, Chemistry (09-10) **Southeast Missouri State University**
17. BS, Chemistry (02-11) **Northwest Missouri State University**
18. BS, Clinical Laboratory Science (06-11) **Lincoln University**
19. BS, Clothing, Textiles, & Merchandising (12-10) **Missouri State University**
20. BS, Corporate Communication (04-11) **University of Central Missouri**
21. BS, Design & Drafting Technology (04-11) **University of Central Missouri**
22. BS, Geographic Information Systems (02-11) **Northwest Missouri State University**
23. BS, Geography (12-10) **Missouri State University**
24. BS, Hospitality Management (04-11) **University of Missouri-Columbia**
25. BS, Manufacturing Engineering Technology (02-11) **Missouri Western State University**
26. BS, Mass Media (12-10) **Missouri State University**
27. BS, Parks, Recreation and Tourism (02-11) **University of Missouri-Columbia**
28. BS, Parks, Recreation and Tourism (04-11) **University of Missouri-Columbia**
29. BS, Plant Sciences (04-11) **University of Missouri-Columbia**
30. BS, Psychology (02-11) **University of Central Missouri**
31. BS, Recreation & Leisure Studies (12-10) **Missouri State University**
32. BS, Science and Agricultural Journalism (06-10) **University of Missouri-Columbia**
33. BS, Speech Communications (02-11) **Missouri Western State University**
34. BS, Urban Affairs (06-11) **Harris-Stowe State University**
35. BSBA, Management (02-11) (delivered at Central's Summit Center) **University of Central Missouri**
36. BSE, Elementary Education (12-10) **Missouri Southern State University**
37. BSE, Middle School Education (12-10) **Missouri Southern State University**
38. BSE, Secondary Education (04-11) **University of Central Missouri**
39. BSED, English (12-10) **Northwest Missouri State University**
40. BSED, Physical Education: K-12 (02-11) **Northwest Missouri State University**
41. BSF, Forestry (12-10) **University of Missouri-Columbia**
42. BSHES, Human Development and Family Studies (09-10) **University of Missouri-Columbia**
43. BSHES, Human Development and Family Studies (12-10) **University of Missouri-Columbia**
44. BSHES, Personal Financial Planning (12-10) **University of Missouri-Columbia**

Graduate (Count =28)

1. DNP, Nursing (09-10) **University of Missouri-Columbia**
2. EDSP, Human Services (12-10) **University of Central Missouri**
3. MA, Counseling Guidance (12-10) **University of Missouri-Kansas City**
4. MA, Educational Leadership and Policy Analysis (09-10) **University of Missouri-Columbia**
5. MA, Exercise Physiology (09-10) **University of Missouri-Columbia**
6. MBA, Business Administration (09-10) **Missouri University of Science and Technology**
7. MBA, Business Administration (06-11) **Northwest Missouri State University**
8. MED, Educational Leadership and Policy Analysis (09-10) **University of Missouri-Columbia**
9. MED, Educational Leadership and Policy Analysis (12-10) **University of Missouri-Columbia**
10. MED, School Teaching-Elementary (06-11) **Lincoln University**
11. MED, Special Education (09-10) **University of Missouri-St. Louis**
12. MS, Administrative Studies (12-10) **Missouri State University**
13. MS, Biology (04-11) **University of Missouri-Kansas City**
14. MS, Career & Technical Education Leadership (02-11) **University of Central Missouri**
15. MS, Criminal Justice (09-10) **Southeast Missouri State University**
16. MS, Computer Science (12-10) **Missouri University of Science and Technology**
17. MS, Kinesiology (06-11) **University of Central Missouri**
18. MS, Nursing (09-10) **University of Missouri-Columbia**
19. MS, Physics (09-10) **University of Missouri-Columbia**
20. MS, Technology (09-10) **University of Central Missouri**
21. MSED, Teaching English Language Learners (02-11) **Northwest Missouri State University**
22. MSED, Secondary Education (12-10) **Missouri State University**
23. MSED, Special Education (delivered at the Blue Jay Tower) (02-11) **Northwest Missouri State University**
24. MSED, Teaching Instructional Technology (02-11) **Northwest Missouri State University**
25. MSW, Social Work (09-10) **University of Missouri-Columbia**
26. PhD, Biology (04-11) **University of Missouri-Kansas City**
27. PhD, Counseling Psychology (12-10) **University of Missouri-Kansas City**
28. PhD, Educational Leadership and Policy Analysis (09-10) **University of Missouri-Columbia**

IV. New Programs Approved (Total Category Count=81)

Certificates (Count=23)

1. C0, Solar Electric Installation (02-11) **State Fair Community College**
2. C0, Health Care Specialist-Facility Track (04-11) **State Fair Community College**
3. C0, Green Diesel Technology (for delivery in Dexter, Missouri) (04-11) **Three Rivers Community College**
4. C0, Fire Science (09-10) **Three Rivers Community College**
5. C1, Surgical Technology (02-11) **Three Rivers Community College**
6. C1, Medical Coding Specialist (for delivery at the main campus and off-site in Webb City, Cassville, and Nevada) (04-11) **Crowder College**
7. C1, Dental Assisting (for delivery at the Forest Park campus) (04-11) **St. Louis Community College**
8. C1, Health Care Specialist (04-11) **State Fair Community College**
9. C1, Green Diesel Technology (for delivery in Dexter, Missouri) (04-11) **Three Rivers Community College**
10. C1, Industrial Systems Technology (for delivery at the Barton Site) (06-11) **North Central Missouri College**
11. C1, Health Information Technology (for delivery at the main campus and off-site in Rolla, Missouri) (12-10) **East Central College**
12. C1, Healthcare Facilities Operations (06-11) **Southeast Missouri State University**
13. C1, Heating, Air Conditioning & Refrigeration (for off-site delivery at the Cape Girardeau Area Career and Technology Center in Cape Girardeau, Missouri; the UniTec Career Center in Bonne Terre, Missouri; and the Perryville Area Career and Technology Center in Perryville, Missouri)- this is a retroactive approval to correct an error in the inventory (09-10) **Mineral Area Community College**
14. C1, Business and Marketing (for off-site delivery in Waynesville, Missouri) (09-10) **Ozarks Technical Community College**
15. C1, Early Childhood Development (for off-site delivery in Lebanon, Missouri) (09-10) **Ozarks Technical Community College**
16. C1, Early Childhood Development (for off-site delivery in Waynesville, Missouri) (09-10) **Ozarks Technical Community College**
17. C1, Electrical Certificate Program (09-10) **Ozarks Technical Community College**
18. C1, Manufacturing Technology-Level 1 (for off-site delivery in Lebanon, Missouri) (09-10) **Ozarks Technical Community College**
19. C1, Manufacturing Technology-Level 2 (for off-site delivery in Lebanon, Missouri) (09-10) **Ozarks Technical Community College**
20. C1, Manufacturing Technology-Level 3 (for off-site delivery in Lebanon, Missouri) (09-10) **Ozarks Technical Community College**
21. C1, Fire Science (09-10) **Ozarks Technical Community College**

22. C1, Health Information Technology (for delivery at the main campus and off-site in Rolla, Missouri) (09-10) **East Central College**
23. C2, Practical Nursing (for off-site delivery in Bethany, Missouri)-this is a retroactive approval to correct an error in the inventory (09-10) **North Central Missouri College**

Associates (Count=32)

1. AA, Associate of Arts (for off-site delivery at the Kennett, Malden, and Sikeston centers)-this is a retroactive approval to correct an error in the inventory) (12-10) **Three Rivers Community College**
2. AA, Associate of Arts (for delivery at the main campus and off-site at the Truman Education Center at Ft. Leonard Wood and the Jefferson City, Kansas City, and St. Louis campuses) (04-11) **Columbia College**
3. AAS, Agriculture (06-11) **Ozarks Technical Community College**
4. AAS, Business and Marketing (for off-site delivery in Waynesville, Missouri) (09-10) **Ozarks Technical Community College**
5. AAS, Business Management and Technology (12-10) (for delivery at the main campus and off-site in Rolla, Missouri) **East Central College**
6. AAS, Criminal Justice (for off-site delivery in Osage Beach, Missouri) (09-10) **State Fair Community College**
7. AAS, Diesel Technology (06-11) **Crowder College**
8. AAS, Early Childhood Development (for off-site delivery in Lebanon, Missouri) (09-10) **Ozarks Technical Community College**
9. AAS, Early Childhood Development (for off-site delivery in Waynesville, Missouri) (09-10) **Ozarks Technical Community College**
10. AAS, Emergency Medical Science (1+1 with Respond Right EMS Academy) (04-11) **St. Charles Community College**
11. AAS, Fire Science (09-10) **Three Rivers Community College**
12. AAS, Health Information Technology (for delivery at the main campus and off-site in Rolla, Missouri) (12-10) **East Central College**
13. AAS, Health Information Technology (for delivery at the main campus and off-site in Webb City, Cassville, and Nevada) (04-11) **Crowder College**
14. AAS, Health Care Specialist (for off-site delivery the Moss Center in Nevada, Missouri; the Watley Center in Cassville, Missouri; and the Webb City Center sites) (09-10) **Crowder College**
15. AAS, Health Care Specialist (04-11) **State Fair Community College**
16. AAS, Hearing Instrument Science (12-10) **Ozarks Technical Community College**
17. AAS, Heating, Air Conditioning & Refrigeration (for off-site delivery at the Cape Girardeau Area Career and Technology Center in Cape Girardeau, Missouri; the UniTec Career Center in Bonne Terre, Missouri; and the Perryville Area Career and Technology Center in Perryville, Missouri) - this is a retroactive approval to correct an error in the inventory (09-10) **Mineral Area College**

18. AAS, Industrial and Energy Systems Technology (for delivery at the Barton Site) (06-11) **North Central Missouri College**
19. AAS, Manufacturing Technology (for off-site delivery in Lebanon, Missouri) (09-10) **Ozarks Technical Community College**
20. AAS, Manufacturing Technology (06-11) **Crowder College**
21. AAS, Mass Communications (for delivery at the Florissant Valley campus) (06-11) **St. Louis Community College**
22. AAS, Mass Communications (for delivery at the Meramec campus) (12-10) **St. Louis Community College**
23. AAS, Metals Technology (12-10) **State Fair Community College**
24. AAS, Office Administration-Medical Office Specialist (for off-site delivery the Moss Center in Nevada, Missouri; the Watley Center in Cassville, Missouri; and the Webb City Center in Webb City, Missouri) (09-10) **Crowder College**
25. AAS, Physical Therapist Assistant (for off-site delivery at North Central Missouri College and Three Rivers Community College) (06-11) **Linn State Technical College**
26. AAS, Renewable Energy Technology (02-11) **State Fair Community College**
27. AAS, Surgical Technology (02-11) **Metropolitan Community College-Penn Valley**
28. AAS, Welding Technology and Management (02-11) **Metropolitan Community College-Business and Technology**
29. ADN, Associate Degree in Nursing (for off-site delivery at the Kirksville Higher Education Center) (06-11) **Moberly Area Community College**
30. ADN, Nursing (for off-site delivery at the Moss Center in Nevada, Missouri and the Watley Center in Cassville, Missouri) (09-10) **Crowder College**
31. AS, Environmental Health (06-11) **Three Rivers Community College**
32. AS, Engineering (09-10) **State Fair Community College**

Baccalaureate (Count=12)

1. BA, Global Cultures and Languages (06-11) **Southeast Missouri State University**
2. BA, Modern Languages (06-11) **University of Central Missouri**
3. BHS, Health Science (06-11) **University Missouri-Kansas City**
4. BFA, Studio Art (12-10) **Missouri Southern State University**
5. BS, Psychology (for off-site delivery in Kennett, Malden, Sikeston, and at the Perryville Higher Education Center in Perryville, Missouri. This program will be taught on all four sites by direct instruction and/or interactive television.)(02-11) **Southeast Missouri State University**
6. BS, Cybersecurity (04-11) **Southeast Missouri State University**
7. BS, Radiologic Sciences (for delivery at the main campus and off-site at St. Luke's Hospital School) (06-11) **Northwest Missouri State University**
8. BS, Recreation and Park Management (2+2 program with **Metropolitan Community College-Longview**) (06-11)

9. BS, Aviation Management (06-11) **University of Central Missouri**
10. BS, Mathematics (06-11) **University of Central Missouri**
11. BS, Commercial Photography (09-11) **Southeast Missouri State University**
12. BSE, Agricultural Education (09-11) **Southeast Missouri State University**

Graduate (Count=14)

1. DNP, Nursing Practice (06-11) **Missouri State University**
2. MA, Career Counseling (06-11) **Southeast Missouri State University**
3. MA, Public History (09-11) **Southeast Missouri State University**
4. MA, Teaching (09-11) **University of Missouri-Kansas City**
5. MA, Leadership (09-11) **Truman State University**
6. MERE, Entrepreneurial Real Estate (06-11) **University Missouri-Kansas City**
7. MED, Educational Leadership: K-12 (for delivery at the main campus and off-site at Albany R-III High School, Blue Jay Tower, and the St. Joseph Center) (06-11) **Northwest Missouri State University**
8. MS, Mathematics (06-11) **University of Central Missouri**
9. MS, Finance (06-11) **University Missouri-Kansas City**
10. MSED., Teaching Secondary (for off-site delivery at Blue Jay Tower, Northwest Kansas City Center, and the St. Joseph Center) (06-11) **Northwest Missouri State University**
11. MSED, Educational Leadership: Secondary (for off-site delivery in Albany, Missouri) (06-11) **Northwest Missouri State University**
12. MSN, Nursing (for off-site delivery at Missouri Baptist Medical Center in St. Louis, Missouri) (12-11) **University of Missouri-St. Louis**
13. PhD, Entrepreneurship and Innovation (06-11) **University Missouri-Kansas City**
14. PSM, Bioscience Informatics (06-11) **Truman State University**

V. New Programs Received and Reviewed (Independent Colleges and Universities) (Total Category Count=54)

Certificates (Count=0)

None

Associates (Count=5)

1. AA, Associate of Arts (for delivery at the main campus and off-site at the Truman Education Center at Ft. Leonard Wood and the Jefferson City, Kansas City, and St. Louis campuses) (12-10) **Columbia College**
2. AS, Medical Assisting (09-10) Cox College of Nursing and Health Sciences
3. AS, Environmental Studies (12-10) **Columbia College**
4. AS, Fire Service Administration (for delivery at the main campus and off-site at the Christian County campus in Ozark and the Jefferson City, Kansas City, Lake Ozark, Moberly, Rolla, and St. Louis campuses) (12-10) **Columbia College**
5. AS, Human Services (for delivery at the main campus and off-site at the Truman Education Center in Ft. Leonard Wood and the Jefferson City, Lake Ozark, Rolla, and St. Louis campuses)(12-10) **Columbia College**

Baccalaureate (Count =31)

1. BA, American Studies (for delivery at the main campus and off-site at the Kansas City, Lake Ozark, Moberly, and Rolla, campuses) (12-10) **Columbia College**
2. BA, Anthropology (06-11) **Lindenwood University**
3. BA, Business Administration, Human Resource Management (for delivery at the main campus and off-site at the Lake Ozark, Moberly, and Kansas City campuses) (12-10) **Columbia College**
4. BA, Business Administration, Public Relations and Advertising (12-10) **Columbia College**
5. BA, Business Administration, Sports Management (12-10) **Columbia College**
6. BA, Culinary Arts (04-11) **College of the Ozarks**
7. BA, English (for off-site delivery at the Rolla campus) (12-10) **Columbia College**
8. BA, Human Services (for delivery at the main campus and off-site at the Jefferson City, Lake Ozark, and St. Louis campuses) (12-10) **Columbia College**
9. BA, Philosophy (12-10) **Columbia College**
10. BA, Public Relations (06-11) **Lindenwood University**
11. BA, Speech Communication (12-10) **Columbia College**
12. BFA, Fashion Design (02-11) **Lindenwood University**

13. BGS, General Studies (for delivery at the main campus and off-site at the Christian County campus in Ozark, the Truman Education Center in Ft. Leonard Wood and Jefferson City, Kansas City, Lake Ozark, Moberly, Rolla, and St. Louis campuses) (12-10) **Columbia College**
14. BS, Business Administration (12-10) **Lindenwood University**
15. BS, Business Administration, Human Resource Management (for delivery at the main campus and off-site at the Kansas City, Lake Ozark, and Moberly campuses) (12-10) **Columbia College**
16. BS, Business Administration, Public Relations and Advertising (12-10) **Columbia College**
17. BS, Computer Information Systems (12-10) **Lindenwood University**
18. BS, Criminal Justice (12-10) **Lindenwood University**
19. BS, Criminal Justice Administration (for off-site delivery at Wentworth Military Academy in Lexington, Missouri) (12-10) **Park University**
20. BS, Culinary Arts (04-11) **College of the Ozarks**
21. BS, Environmental Science (12-10) **Columbia College**
22. BS, Human Services (for delivery at the main campus and off-site at the St. Louis campus) (12-10) **Columbia College**
23. BS, Information Technology (12-10) **Lindenwood University**
24. BS, Management (for off-site delivery at Wentworth Military Academy in Lexington, Missouri) (12-10) **Park University**
25. BS, Management/Computer Information Systems (for off-site delivery at Wentworth Military Academy in Lexington, Missouri) (12-10) **Park University**
26. BS, Management/Health Care (for off-site delivery at Wentworth Military Academy in Lexington, Missouri) (12-10) **Park University**
27. BS, Management/Human Resources (for off-site delivery at Wentworth Military Academy in Lexington, Missouri) (12-10) **Park University**
28. BS, Management Information Systems (for delivery at the main campus and off-site at the Truman Education Center in Ft. Leonard Wood and the Jefferson City, Kansas City, Lake Ozark, Rolla, and St. Louis campuses) (12-10) **Columbia College**
29. BS, Management/Marketing (for off-site delivery at Wentworth Military Academy in Lexington, Missouri) (12-10) **Park University**
30. BS, Mathematics (12-10) **Lindenwood University**
31. BS, Social Psychology (for off-site delivery at Wentworth Military Academy in Lexington, Missouri) (12-10) **Park University**

Graduate (Count=18)

1. MFA, Fashion Design (02-11) **Lindenwood University**
2. EDS, Instructional Leadership (12-10) **Lindenwood University**
3. EDS, School Administration (12-10) **Lindenwood University**
4. MA, Organizational Leadership (for delivery at the main campus and at the Southwest Center in Fenton, Missouri and the Lake St. Louis Center in Lake St. Louis, Missouri) (09-10) **Lindenwood University**

5. MA, Strategic Communication and Leadership (for delivery at the main campus and at the Southwest Center in Fenton, Missouri and the Lake St. Louis Center in Lake St. Louis, Missouri) (09-10) **Lindenwood University**
6. MA, Arts Management Theatre (06-11) **Lindenwood University**
7. MA, Teaching English to Speakers of Other Languages (06-11) **Lindenwood University**
8. MBA, Business Administration (for delivery at the Rolla location) (06-10) **Columbia College**
9. ME, Robotics (12-10) **Washington University**
10. MLA, Landscape Architecture (12-10) **Washington University**
11. MPHS, Population Health Sciences (12-10) **Washington University**
12. MPA, Public Administration (09-10) **Lindenwood University**
13. MS, Biostatistics (06-11) **Washington University**
14. MS, Human Performance (12-10) **Lindenwood University**
15. MS, Nonprofit Management (02-11) **Fontbonne University**
16. MSA, Management (12-10) **Lindenwood University**
17. MSA, Marketing (12-10) **Lindenwood University**
18. PhD, Rehabilitation and Participation Science (04-11) **Washington University**

VI. Programs Withdrawn (Count=4)

1. MAS, Chemistry (12-10) Missouri Western State University
2. MAS, Engineering Technology Management (12-10) Missouri Western State University
3. MAS, Human Factors & Usability (12-10) Missouri Western State University
4. MAS, Information Technology Management (12-10) Missouri Western State University

VII. New Programs Not Approved (Count=2)

1. AAS, Behavioral Intervention, Autism Specialty (12-10) **State Fair Community College**
2. C1, Behavioral Intervention, Autism Specialty (12-10) **State Fair Community College**

VIII. Programs Withdrawn (Independent Colleges and Universities) (Count=0)

None

IX. New Programs Approved for Delivery by Out-of-State Public Institutions (Count=0)

None

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